

# **THE ARMY**

**COMBAT FORCES**

# **JOURNAL**

AUGUST 1955

50¢



**EVENT:** Annual Meeting of the Association of the U. S. Army  
**PLACE:** Fort Benning, Georgia  
**TIME:** 7-8 October 1955  
**THEME:** The Army Team

**THE ARMY TEAM** is the whole Army—every arm, service, and branch contributing its full measure to the common endeavor of the Army's ultimate objective: success in battle. **The Army Team** is to be the theme of the annual meeting of the Association of the United States Army at Fort Benning, Georgia, on 7 and 8 October 1955.

All members of the Association are invited to attend. Full details relative to registration, billeting, and meals will be announced in the next issue of **THE ARMY JOURNAL**.

Lieutenant General Walter L. Weible, Chairman of the Executive Council's coordinating committee, outlined the Council's objectives in these words:

We are seeking to accomplish two objectives in the Association's October meeting. We want, first of all, to present to the membership a program that will be of great interest to them professionally through discussion, demonstration and display of the current technological advances in the Army as well as the progress and future planning in organization, tactics, and logistics. Secondly, we hope to be able to dramatize the coordination and teamwork which exists among all branches and services, and the contribution which each makes to insure effective and efficient operation of the Army team.

This committee is working to produce a program of high professional and training interest. Its membership illustrates the Army Team concept perfectly. On the coordinating committee with General Weible are:

Lieutenant General James M. Gavin, Deputy Chief of Staff for Plans and Research

Major General Gilman C. Mudgett, Chief of Information and Education

Major General Harry McK. Roper, Deputy G3

Major General Arthur G. Trudeau, G2

Major General Kenner F. Hertford, Chief of Research and Development

Major General William H. Abendroth, Chief, Army Division, National Guard Bureau

Brigadier General T. S. Riggs, Deputy Chief of Information and Education

Colonel Charles W. McCarthy, Infantry

Colonel A. D. Surles, Jr., Infantry

Colonel William B. Bunker, Commandant of the Transportation School.

A feature of the meeting will be displays of the latest types of weapons, equipment and techniques. In the planning for this phase of the meeting, the Army Team is even more evident. An action committee, headed by Colonel William Ryan, Chief of the Development Division of Research and Development, has been organized so that each of the Technical Services will have an opportunity to display current developments in their respective fields. Members of this committee are:

Colonel H. M. Rund, Chemical Corps

Colonel W. N. Redling, Transportation Corps

Colonel C. T. Newton, Corps of Engineers

Colonel W. D. Jackson, Quartermaster Corps

Colonel Philip W. Mallory, Surgeon General's Office

Lieutenant Colonel George A. Pace, Ordnance Corps

Lieutenant Colonel T. K. Trigg, Signal Corps

Lieutenant Colonel W. G. Ethel, representing G3 Plans Division

Lieutenant Colonel E. von Pawel, representing the Office of the Chief of Information and Education

Major George W. Casey, representing the Deputy Chief of Staff for Logistics.

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**Full details about the program and arrangements will appear in the September issue.**



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"The Association of the U. S. Army shall be an organization wherein all who are in accord with its objectives may join in the exchange of ideas and information on military matters, and in fostering, supporting, and advocating the legitimate and proper role of the Army of the United States and of all its elements, branches, and components in providing for and assuring the Nation's military security."

## ASSOCIATION'S JOURNAL

ONE of the most popular pieces of promotional literature we have used in recent months is the following statement of the purposes and aims of our Association. It was prepared by Colonel Robert F. Cocklin, our Business Manager, a title which covers a multitude of jobs from directing advertising and membership promotions to seeing to it that the janitor doesn't sweep too much dust under the rugs.

THE PUBLISHER

## WHAT THE ASSOCIATION OF THE U. S. ARMY IS AND DOES AND WHY IT DESERVES YOUR SUPPORT

- The Association is a non-profit association organized and perpetuated by the officers and men of the Army to serve their professional needs.
- The Association is the only organization representing *all* branches, services, and components of the Army.
- The Association publishes a high-caliber, widely quoted, professional military journal that seeks to keep soldiers at all levels abreast of the latest developments . . . a round-table for military discussion. . . .
- The Association, through the JOURNAL and other means, works to keep our Army strong, progressive, and efficient.
- The Association seeks to focus attention on the problems of the career officer and soldier as individuals as well as those of the citizen-soldier.
- The Association, through the JOURNAL, its meetings and other means, promotes a wider understanding and appreciation of the contributions of *all* the branches, services, and components, thereby unifying the effort of the Army.
- The Association, through its book-publishing activity, makes available important military books of great value in Army education and for use by the officers and men of the Army.
- The Association provides a mail-order book service for its members throughout the world. Books can be purchased at a straight 10% discount through this service.
- The Association provides personal services for members such as obtaining information from official sources, historical research, bibliographies, and similar services.
- The Association has available an outstanding military library for use by its members.
- The Association provides a handsome medal award for presentation to outstanding ROTC cadets at each college or university having a Senior unit.
- The Association is expanding its awards activity to include awards to be presented in the Army's school system and possibly other Army activities.
- Through press releases and other promotional means, the Association calls to the attention of the public press matters of importance to the Army and endeavors to better acquaint the general public with the accomplishments of the Army.
- *The Association of the United States Army is the only unofficial organization devoting its entire time and effort to the betterment of the Army as a whole.* Likewise, its JOURNAL is the only unofficial military magazine devoted to the entire Army.
- The services and activities of the Association can be greatly increased. The JOURNAL can be materially expanded in size and coverage. These can be accomplished to the benefit of all officers and men of all components of the Army only by increasing its membership.

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The ARMY COMBAT FORCES JOURNAL is a professional military magazine devoted to the dissemination of information and ideas relating to the military art and science representing the interests of the entire Army. The ARMY COMBAT FORCES JOURNAL strives to—

Advance man's knowledge of warfare in the fields of strategy, tactics, logistics, operations, administration, weapons and weapons systems.

Advance man's knowledge and understanding of the soldier as an individual, as a member of a trained unit, and as a member of the whole Army; emphasizing leadership, esprit, loyalty, and a high sense of duty.

Disseminate knowledge of military history, especially articles that have application to current problems or foster tradition and create esprit.

Explain the important and vital role of the United States Army in the Nation's defense and show that the Army is alert to the challenges of new weapons, machines, and methods.

Advance the status of the soldier's profession.

(Adopted by the Executive Council of the Association of the U. S. Army, 21 June 1954)

# The ARMY COMBAT FORCES JOURNAL

AUGUST 1955

Vol. 6, No. 1

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## THE MONTH'S MAIL

### **AAA Should Not be in the AF**

• As a fellow member of the Command and Staff Department of the AAA&GM School, it may be appropriate for me to reply to Captain Abel's letter in your June issue. First, I'd like to correct any impression that faculty members agree with his proposal for making AAA part of the Air Force. Most of us think his arguments, while appearing to have some logical merit, are based upon assumptions that are weak and concepts that are near-sighted.

He bases all his arguments on an assumption which he never actually states: that is, that the Air Force has the most effective air-defense weapon: the fighter-interceptor. Even at the present time, it is highly debatable whether the air-defense effectiveness of fighter aircraft is even in the same order of magnitude as that of SAM. There is little doubt that, in a very few years, manned interceptors will be obsolete, because of their low kill probability, expense, and difficulty of control. To anyone who has studied and lived with the air defense problem for any time, the developments of recent years have made one fact increasingly obvious: the era of the piloted combat aircraft is rapidly drawing to a close.

Hypersonic speed, with its associated accelerations, presents many problems in allowing a human body to function properly, or even survive, so far out of its natural environment, and makes it inevitable that guided missiles replace all types of manned combat aircraft. In view of this, what happens to Captain Abel's logic? Should the arm with the most effective weapon be taken over by the service with the least effective means of air defense?

\* \* \*

The views expressed here are personal. They should not be interpreted as representing the policy of the AAA&GM School.

CAPT. DAVID W. HUGHES

AA&GMS  
Fort Bliss, Texas

### **May Number**

• You might tell your Editor in Charge of Private Opinion Polls my opinion is that the May issue is a corker. If "they" abolish the regiment over the howls of protest of those lucky enough to be in-

one, and those of us—temporarily, we hope—on other duty, "they" will have struck almost the final blow against tradition and for modern mass mediocrity. Here's hoping "they" read the May issue and profit from it.

CAPT. DAVID E. WADE

25-A Battle Park  
Columbus, Ga.

### **Premature Interment**

• As President of the American Helicopter Society, I am constrained to comment on Colonel Forrest's premature interment of the Army's helicopter ["Helicopter or Fixed Wing?", June]. It is interesting to read that the helicopter has already become less valuable to the Army than a fixed-wing aircraft for air transport. The tests referred to, in which an H-19 was pitted against an L-20, appear to have been a rather superfluous way of determining that a vehicle which goes 150 miles an hour is faster than one which goes 85. It would appear to have proved that the helicopter, which today is approaching its sixteenth anniversary, is not quite as mature a transport vehicle as the fixed-wing aircraft on its fifty-third.

As Professor I. B. Holley points out in his provocative *Ideas and Weapons*, new military concepts have always been handicapped by the fact that the machines used to demonstrate them were imperfect. . . .

The helicopter today is admittedly a less-than-perfect contrivance. Its maintenance costs are high, and its speed, range, and lift are deficient for most Army missions. These are, however, not deficiencies of the helicopter as a concept, but rather the current translation of that concept into hardware. It is quite true that the helicopter is restricted to speeds below 200 miles an hour, but the fixed-wing aircraft capable of controlled zero, or near zero, take-off and landing must have similar limitations or else become more complicated than the helicopter. It is true that the helicopter has more power per pound of payload than does the L-20. But Newton's Laws caution that any device with an induced lift requires excess horsepower. The penalties of the helicopter, in other words, are relative to the desired landing and take-off speed; and as a fixed-wing aircraft endeavors to emu-

late the flight characteristics of the helicopter it must pay the same penalties.

However, it is the helicopter's versatility, flexibility, and ubiquitousness that led the Army to it. As the only vehicle, terrestrial or aerial, that can go anywhere, any time, it is still the best possible solution to the Army's transportation problems, tactical or logistical. . . .

The fundamental source of this difficulty lies, as Welch Pogue pointed out six years ago, in the fact that the helicopter presents "a paradox of an aviation vehicle whose most valuable applications lie beyond the scope of present aviation thinking." For *air transportation*, the airplane is a refined, efficient, and almost economical vehicle. The helicopter is still the best substitute for the Army's transportation problem which has yet been devised. We have had, and have used, air transportation since World War I. Let's not revert to type and abandon the helicopter for something less, because today's helicopters won't do what a helicopter is supposed to do. Let's let the Troop Carrier boys operate the intra-theater 123s (which are considerably more economical than the L-20, by the way) while we stick to our helicopters

COL. WILLIAM B. BUNKER  
President

The American Helicopter Society  
2 East 64th Street  
New York 21, N. Y.

• In "Helicopter or Fixed-wing?" [June] Colonel Forrest writes about other proposed types of vertical-rising aircraft, and I wonder if there would be some way of questioning him or bringing into discussion matters concerning a basic operational and design policy that has interested me, which is as follows:

Virtually all aircraft I know of in operational use today can be [safely] landed power off. . . . But with the vertical-rising aircraft Colonel Forrest mentioned that are not helicopters, a power failure means the aircraft drops, since there is no momentum to keep the aircraft flying. . . .

The question that interests many of us is this: Are the armed forces planning to accept the policy that an aircraft be demolished and the crew killed as a result of what I shall call a routine power failure on take-off or landing, or even in

flight?

The acceptance of such a policy would radically alter the airman's and the designer's philosophy as it has guided the development of aircraft throughout the history of aviation. It would change the concept of all aircraft built under this "expendable" philosophy and very likely increase the percentage of fatal crashes and completely demolished aircraft. . . .

STEPHEN DU PONT

Director, R&D  
Doman Helicopters, Inc.  
Danbury, Conn.

#### *Brains and/or Brawn*

• I agree with Captain Tactic's Cerebration [May] concerning the present-day requirement that all Regular lieutenants go through either the ranger or airborne course, but am reminded of something I had read in Goerlitz's *History of the German General Staff*. Goerlitz points out that the only requirement for an officer in the German Army was mental ability—what he had between his ears was always of paramount consideration and valued far above anything else. Whereas in the French Army before 1870, great stress was placed upon physical ability and stature. The fact that a French officer could lift a great weight or run great distances affected his promotion, and raw courage determined who became generals. The opposite was true in the German Army, where brains were the prime prerequisite. This policy of the French resulted in the debacle at Sedan in 1870 and caused them to recast their officer system.

I do not sell physical conditioning and raw courage short. They are important in any army. But a look at history will show that many battles were not lost because of lack of courage, but rather because of lack of good leadership. . . .

L.T. ROBERT CEDER

5739 Julian Ave.  
Indianapolis 19, Ind.

#### *Teamwork*

• I read "Guardian of Our Air Frontier," by Col. Bernard Thielen in your April issue with a great deal of interest and professional sympathy. Colonel Thielen hit hard at one of the great dangers to the future of the defense of the United States: lack of control of support functions by individual commanders, and the never clearly defined chain of command.

I also admire his thinking on joint operations. He appears to be an officer who is loyal and devoted to his own unit, but who realizes that no one arm or branch of service can fight alone without constant communication with and assistance from other units. His type of thinking is greatly needed today. He admits that he cannot give the answers which will solve all the problems facing the U.S. with regard to defense. But his

attitude is one which, if adopted by officers of all the armed services at higher echelons working together, would provide the necessary answers in a minimum of time at a minimum cost to the military budget and with no loss of prestige to any service or branch. Clearly defined responsibility, unit integrity, and cooperation point to one thing only: a fighting team.

With pride in our profession we seek the answers to problems which affect our military effectiveness. Colonel Thielen evidently is interested in improving our effectiveness. It is a pleasure to read articles by senior officers with such pride in their own units, and who have such an insight into the overall problem that they realize each arm and branch is important and should be improved to maximum efficiency within the team.

L.T. RONALD E. MINTZ  
USAF

3921 RTS  
APO 197, N.Y.

#### *AAA On-Site Amenities*

• No member of an AAA on-site team will dispute Colonel Thielen's well-grounded plea [April] for "the amenities of post life" for AAA units. However, his contention that "only thus can *esprit de corps* be developed" points up an unfortunate trend of thinking that appears prevalent, not only in AAA units, but throughout the Army. True *esprit de corps* is achieved only by a well-trained unit, confident in its ability to perform its mission. Rather than attempting to obtain *esprit de corps* by declaring as our "immediate objective" the provision of "conditions comparable to normal Stateside garrison duty for our people" in on-site AAA units, let us emphasize and instill in our men pride of mission and a high sense of duty.

I concur with Colonel Thielen's observation that industry is outbidding us for our electronics technicians, but take issue with his statement that "line officers and NCOs who intend to remain in the service" are avoiding on-site duty primarily because of the attractiveness of post life. The few years I spent on post with a T/O&E combat division were far more arduous, demanding, and uncomfortable than the eight months I just finished with my battery on-site. . . . it seems that AAA units are suffering from an overdose of the "leadership by directive" medicine. . . .

Certainly we want amenities on site, but they won't build *esprit de corps* or retain loyal adherents. Fill your AAA units to T/O&E, sell your men on their mission, and turn your battery-level officers and NCOs loose on the job. I believe the results will be astounding!

CAPT. R. G. GARD, JR.  
Btry C, 734th AAA Bn.  
Worth, Ill.

#### *What Kind of Bird Is the WO?*

• I sometimes wonder about the warrant officer business. I went into Ordnance before World War II, and it took years to get my friends and relatives straight on what Ordnance is and does. Then I got to be a WO, and the explanations had to start all over again. Then I wound up as adviser to the ROKs, who use warrant officers in branches, and it took some time to convince them we had different ideas.

It is OK to pass an administrative WO around as though he were still a field clerk, but what if a WO is a specialist in a field different from the one in which he is to be used? I recall one food-service man who was said to have been assigned as munitions officer of an infantry RCT. An ordnance ammo supply WO would not be too far out of line there, but why use a bird so far off the trail? . . .

Certain fields could retain the Branch Immateriel assignment. Certain others could perform assignments in related jobs of other branches. I once had a CO who used to sign himself "Capt. Ord (Inf)" or some such. I would like to be viewed as basically an ordnanceman who could work in some other branch at times, and wear one of those flaming [censored] badges to identify myself.

CWO JOHN P. CONLON  
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Newark, Ohio

#### *Web Defense*

• As the smiling problem inspectors at Fort Benning say, just before they use their back-slapping hand to slip the knife between your shoulder blades, "Over-all superior, but . . ." Colonel Edwards proposed a fine system in his "Web Defense" [June], but. . . .

A lot of people spent a lot of time effort, and ammunition in futile attempts to counteract the terrific advantage the enemy enjoyed in Korea during 1952-53 simply because he had the highest ground. Colonel Edwards has a long way to go to convince me that we dare neglect those OPs, because I know for sure that we can't "blast . . . [them] by our direct-fire weapons or by air bombardment."

I say "Shame!" at the idea of deleting reference to holding at all costs from our FMs. There can, and does, come a time when the enemy has penetrated—yea, collapsed our web—at horrible costs to him (we hope), but nevertheless has us with our backs to the wall. Our CO says, "Well, looks like we can't enweb ourselves any farther; looks like we'll have to fight here. Seems like my old pappy used to use a phrase which, with what is left of my instincts in this day of mechanization and non-thinking techniques, tells me would be most apt for

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what we have to do. Boy, where's my FM on defense?"

Unfortunately, he possesses only an emasculated edition (the let-George-do-it-from-the-next-strongpoint edition) and in no place can he, his G3, or his AG find a description of the act or even the concept of holding any place at all costs. If he's lucky, a Davy Crockett in each company does some impulsive rallying, and he may even manage to hang onto his toehold, his Pusan perimeter, his Bastogne, his little slice of Guadalcanal. If he isn't, his troops may just be well enough trained in the emasculated defense doctrine to be incapable of conducting the only type of defense which pays off in times of stress. . . .

. . . Surely we still need mobile forces. Very likely we'll need the web by whatever name. But let's not develop a generation that is *trained* to fold when the chips are down. Things are bad enough now.

MAJOR JAMES W. KERR

Sandia Base  
Albuquerque, N. M.

• "Web Defense" [June] is an interesting approach to a difficult problem. However, the paragraph on patrols doesn't look too feasible. With the facilities available nowadays for daylight observation of troop movements, I feel that daylight patrols may still be necessary.

Any large body of troops on the move in daylight would invite destruction unless we control the air, and even that has not always been a safety factor, as witness the late Korea unpleasantness. The only other time for such operations will be at night. Troops trained to operate at night will be necessary. . . .

The same paragraph throws out the need for combat outposts. It seems to me that the author contemplates a daytime war, but the enemy doesn't operate our way. I would rather have him dissipate his strength on an outpost position than have him constantly harassing our perimeter positions. . . .

Technical progress may solve our reconnaissance problems, both day and night, in the future. However, I have found that whenever a patrol operates at night, you can usually be sure the enemy isn't. If he is, there is one heck of a fight coming up. . . .

CAPT. H. W. TUBBS, JR.  
USMC

McKaig's Hill, N&MCRTC  
Cumberland, Md.

• For more comments on this article see page 55.

### Infantry Comment on the 4.2 Mortar

• I was somewhat astonished by the article on the 4.2 mortar by Colonel Painter [June]. In behalf of infantry heavy-mortar men, I take exception to several points.

Colonel Painter points out that the 4.2 mortar is now an artillery weapon, implying it is no longer with the infantry. I would like to remind him that there are several dozen heavy-mortar and airborne support companies in the infantry of the active Army, Reserve, and National Guard, as well as several battalions still in the Reserve and National Guard. To all these infantrymen the 4.2 is still an infantry weapon. To those of us teaching the 4.2 at Benning, it is still an infantry weapon.

Secondly, I would point out that the complete M30 mortar weighs 665 pounds, breaks down into five major components, the heaviest of which weighs 205 pounds. No light handcart is provided with the new mortar. One was issued with the M2, but is not used with the M30 because of weight and bulk of the mortar.

I challenge the statement that the relative inaccuracy of the mortar is caused partially by the general looseness of parts. Such inaccuracies are due to interior and exterior ballistics. Mounting the mortar in a tracked vehicle has had little or no effect on dispersion.

I do not feel that the traversing and elevating mechanisms are clumsy. Perhaps they are not as smooth as the wheels on howitzers, where weight reduction is not important. However, a trained gunner can lay the mortar for deflection and elevation speedily and accurately.

Regarding damage to the base ring, this fact was recognized and a new one-piece baseplate was produced in December 1954.

In comparison with the howitzer, perhaps the removal of a misfire is a bit more difficult. The best remedy for misfires is their prevention.

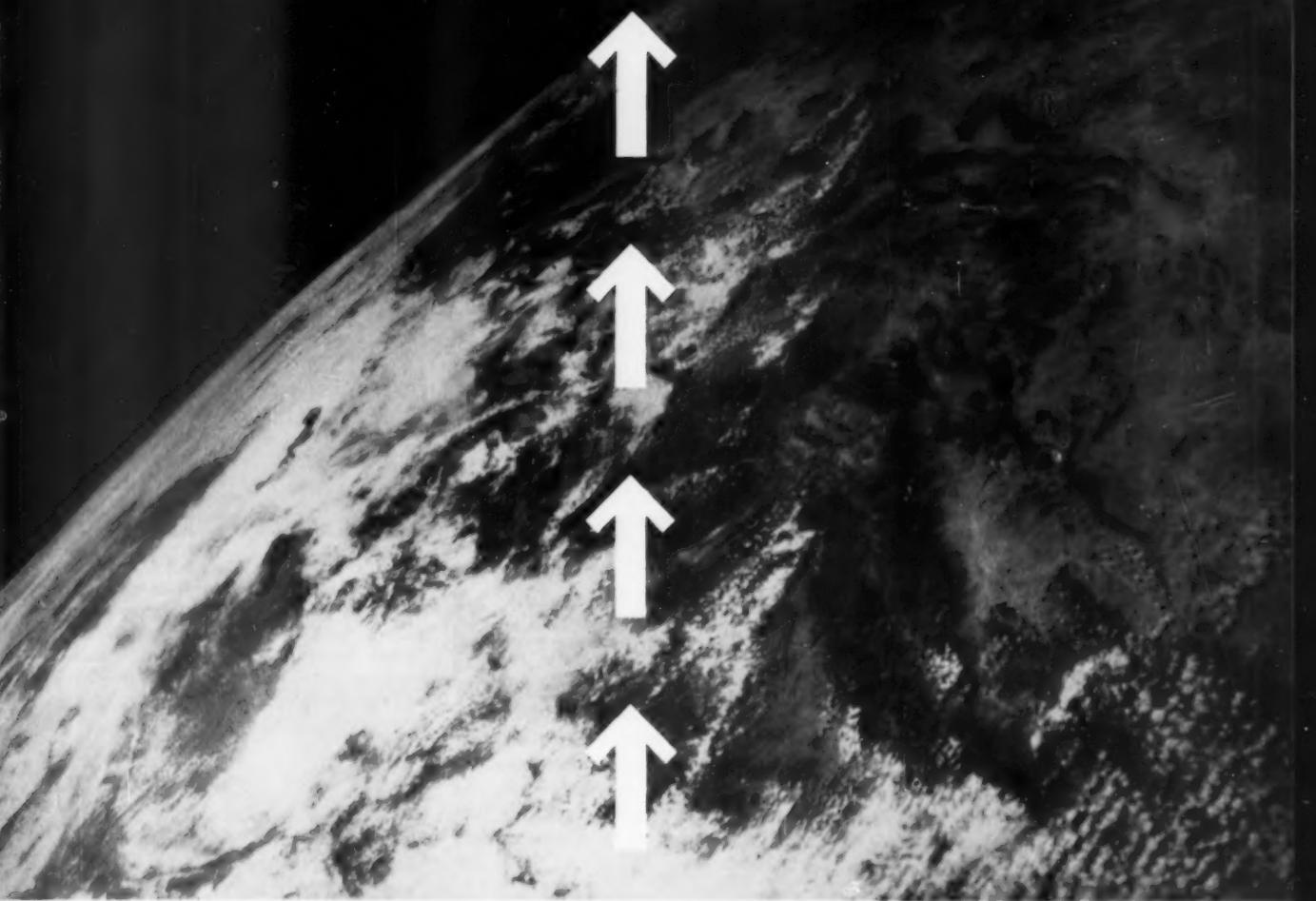
As for bore-sighting, the distant-aiming-point method does take time. But the method shown in paragraph 394, change 3 of FM 23-92 is quite simple and satisfactory. It is not necessary to bore-sight the 4.2 each time you go into a new position; so long as you exercise normal care in using the sight. At The Infantry School, where heavy mortars fire hundreds of rounds a month, it has been found necessary to bore-sight mortars only about once each thirty days.

\* \* \*

As for Colonel Painter's last paragraph, the infantry's experience has proved that the heavy-mortar company can mass its fire with accuracy and excellent coverage of the target. This has been done by massing the fires of two or more heavy-mortar companies on a target with the bulk of the fire falling within a 250-yard diameter circle up to maximum ranges.

The 4.2 mortar is still an infantry weapon, even though it is also designated an artillery weapon.

CAPT. K. D. MERTEL  
Box 1442  
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## FRONT AND CENTER

THE selection of "The Army Team" as the theme of the annual meeting of the Association of the United States Army at Fort Benning on 7 and 8 October couldn't be improved upon. It is increasingly evident that the solution to many of the problems facing the Army requires the common effort of all branches, services, and components. The smaller loyalties to the arm or service, to the component, and to the outfit, need not detract from the larger loyalty to the Army as a whole, and this larger loyalty requires little muting of the lesser ones. It is essentially a matter of perspective, requiring all of us to lift up our eyes from our immediate problems and to focus our sights on the bigger picture. As individuals, we do that all too seldom, and so the two-day concentration on "The Army Team" at Fort Benning in October promises to be a refreshing experience and a challenge to every soldier who attends. That multitudinous complex that we call the U.S. Army cannot but benefit from the attention that is

The winner of the 1954 All-Army triathlon, Lieutenant David C. Miller, is presented with a replica of the General George S. Patton, Jr., Triathlon Trophy by General Ridgway in the presence of Captain and Mrs. George S. Patton. The late General Patton was the first U. S. representative in the modern Pentathlon event at Stockholm in 1912.



concentrated upon its common problems and objectives.

*Regular Army reenlistments continue to climb upward and some GI officers think that by the end of 1956 at least 70 per cent of the enlisted strength can be Regular Army. Among the recently encouraging factors is the reenlistment of non commissioned officers who have been out of the service for extended periods. Gyroscope is given credit for much of this; the lack of stability of Army assignments had driven many men out of the service who really preferred it to civilian life. Now they are returning. It is known that General Taylor believes that stability of assignment is a most important factor and will do everything he can to improve assignment conditions, subject, of course, to overriding Army commitments.*

THIS is a summer of change in the command post of the Army. We have a new Chief of Staff, a new Vice Chief, and two new Deputy Chiefs—one for Plans and Research and the other for Logistics. We also have a new GI and a new G3. A new Secretary has been nominated. New brooms, they say, sweep clean, and so a flurry of brisk sweeping might be expected if the Army wasn't an institution whose strength lies in continuity. While the new men will certainly make their presence felt, they will do it by extending and improving on the work of their predecessors. As General Ridgway and Mr. Stevens give up their responsibilities, it is well to consider for a moment some of their achievements. Three projects, all incomplete, stand out. One is Gyroscope, the plan to put some stability into Army assignments—to give the professional soldier a "home." Another is the development of new tactical concepts and combat organization to meet the challenge of increased fire power on the battlefield. The third is the reorganization of logistical control and direction at the Department of the



PFC. Ed Hunt, Hq. 18th AAA Group, stationed in the Pittsburgh area, finds his Army assignment of helping produce a weekly television show called "Your Army in View" includes such pleasant, non-fatiguing duty as posing with pretty Miss Janice Mann at the 18th Group's service club.

Army level. The full effect of these three steps will not be felt for some time, but the new administration can be depended upon to build upon them. Beyond these internal improvements are two most important and closely related problems. One is to convince the Nation that the size of the Army must be determined by its world-wide commitments; the other is that the Army is still a vital and necessary military organization. Success in the latter will insure success in the former. For certainly we will not have combat ready Army forces large enough to meet the Nation's commitments unless the Nation as a whole is convinced that the Army is necessary and is here to stay.

*The extended training of 2-year draftees may be on the way out. The Army has long been aware that it was getting very little return from draftees who were qualified for extended technical training and spent most of their 24 months learning a trade, only to be discharged after a few months of productive service. One solution is to require all men desiring to learn intricate skills that require extended periods of training to enlist for at least three years. Another is to have special short courses for draftees whose education or previous experience makes*

them qualified to become skilled in a shorter period of time.

**G**YROSCOPE got under way with the movement of elements of the 10th Infantry Division from Fort Riley, Kansas, and the 1st Infantry Division from Germany. The airlift of members of the 508th Airborne RCT from Fort Campbell to Japan and the return by the same airlift of the 187th Airborne RCT to Fort Bragg highlighted the beginnings of GYROSCOPE. By early fall the transfer of the 1st and 10th Divisions will have been completed and also the movement of the 3d Armored Cavalry Regiment from Fort George G. Meade, Md., to Europe, to replace the 2d Armored Cavalry Regiment. Families of officers and first-three-graders are travelling with the units that are being moved by surface ship. In the case of the airborne regiments that were air-



Pvt. David L. Moore of the Corps of Engineers' Research and Development Laboratories at Fort Belvoir, Va., here mixing a batch of raw rubber for use in a laboratory test, used his Army job to win a \$1500 Goodyear Fellowship in rubber chemistry.

lifted, families are following them by surface ship. These early movements are being closely watched for bugs in the procedures, and it is expected that by 1956—when the 3d Armored Division is scheduled to be transferred to Europe and the 11th Airborne Division to Japan—the procedures will be well established.

The Federal Housing Administra-



General Maxwell D. Taylor becomes the Army's twentieth Chief of Staff on 30 June when he was sworn in by The Adjutant General, Maj. Gen. John A. Klein. Standing beside him as he took the oath were Secretary Stevens and General Matthew B. Ridgway, the retiring Chief of Staff.

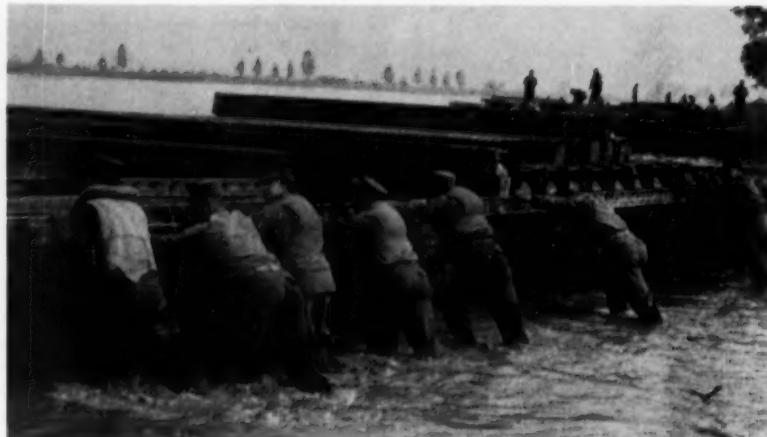
### GENERAL TAYLOR'S MESSAGE TO THE MEMBERS OF THE U. S. ARMY

**I**N great soberness of spirit I have taken the oath of office of Chief of Staff of the United States Army. Because of the importance of the mission of the Army to the welfare of the nation and of the free world, this office entails heavy responsibilities for the incumbent. In such times as these, the Army must be well trained, well equipped and well led by men of courage and of vision if it is to provide security of the quality and degree which the situation requires. It must be a flexible, all-purpose weapon ready for all emergencies, large and small. Its tactics and procedures require constant scrutiny to assure that they anticipate to the degree which human foresight permits the requirements of possible conflict in the future. Such are the challenging obligations which rest upon all of us who wear the Army uniform.

**A** CHIEF OF STAFF would have reason to pause before taking up such responsibilities were it not for the ability and loyalty which abound in the ranks of the Army. Ours is a proud institution to which it is an honor to belong, an institution of great material and spiritual resources. Reinforced by the knowledge of these reserves of strength which stem from every corner of the world where the Army serves, I undertake the task of Chief of Staff with confidence that the United States Army will continue to meet the requirements of the future in the same way that it has met the challenges of the past.



Secretary of the Army Robert T. Stevens and Secretary of Defense Charles E. Wilson congratulate Wilber M. Brucker, who will succeed Secretary Stevens later in the summer. Mr. Brucker, a former Governor of Michigan, has been serving as General Counsel of the Department of Defense.



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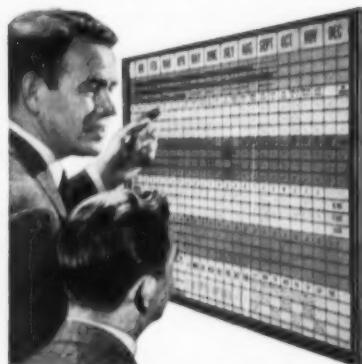
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Near Leeheim, Germany, the 37th Combat Engineer Battalion pushed a 1216-foot M4 ponton bridge across the flooded Rhine River in a fast six hours. During the night preceding the exercise the swollen river rose two feet and widened almost 300 feet.

tion has prepared a small booklet, *Information for the Home-Buying Serviceman*, that contains information about FHA mortgage insurance for service families. The booklet may be obtained from the Government Printing Office for 10 cents a copy. Purchases of 100 copies or more rate a 25 per cent discount. Send money orders or company fund checks (no personal checks or stamps accepted) to: Superintendent of Documents, Government Printing Office, Washington, 25, D.C.

A SURVEY of Army and Air Force exchanges by the Bureau of Social Science Research of American University revealed that many patrons of exchanges believe that service could be improved, and in its conclusions the research unit indicated that the Army

and Air Force Exchange Service will emphasize training programs for exchange clerks and make studies to determine whether local wage discrepancies prohibit exchanges from employing high-caliber sales clerks. The study also indicates a need for more emphasis on exchange service stations and repair garages. "More emphasis on customer service in such matters as windshield wiping, checking oil, and other expected services is required," the report said. While 74 per cent of the officers and 82 per cent of the enlisted men who were questioned thought exchanges generally were doing a "fairly good" or "very good" job in supplying items they need, only 45 per cent of the officers and 48 per cent of the enlisted men thought service at retail stores was "good."

## REUNIONS

**1st Infantry Division.** 26-28 August. Congress Hotel, Chicago. For details write: Arthur L. Chaitt, 5309 Germantown Ave., Philadelphia 44, Pa.

**5th Infantry Division.** 3-5 Sept. Hotel Benjamin Franklin, Philadelphia.

**7th Armored Division.** 19-21 August. Hotel Roosevelt, New Orleans. For details write: Johnnie Walker, 335 Johnson Ave., Teaneck, N. J.

**17th Airborne Division.** 12-14 August. Columbus, Ohio. For details write: R. E. Wendelken, Rm. 2120, 50 W. Broad St., Columbus

15, O.

**24th Infantry Division.** 22 Oct. Hotel Sheraton-Kimball, Springfield, Mass.

**37th Infantry Division.** 2-5 Sept. Biltmore Hotel, Dayton, Ohio. For details write: Jack R. McGuire, 21 W. Broad St., Rm. 1101, Columbus 15, O.

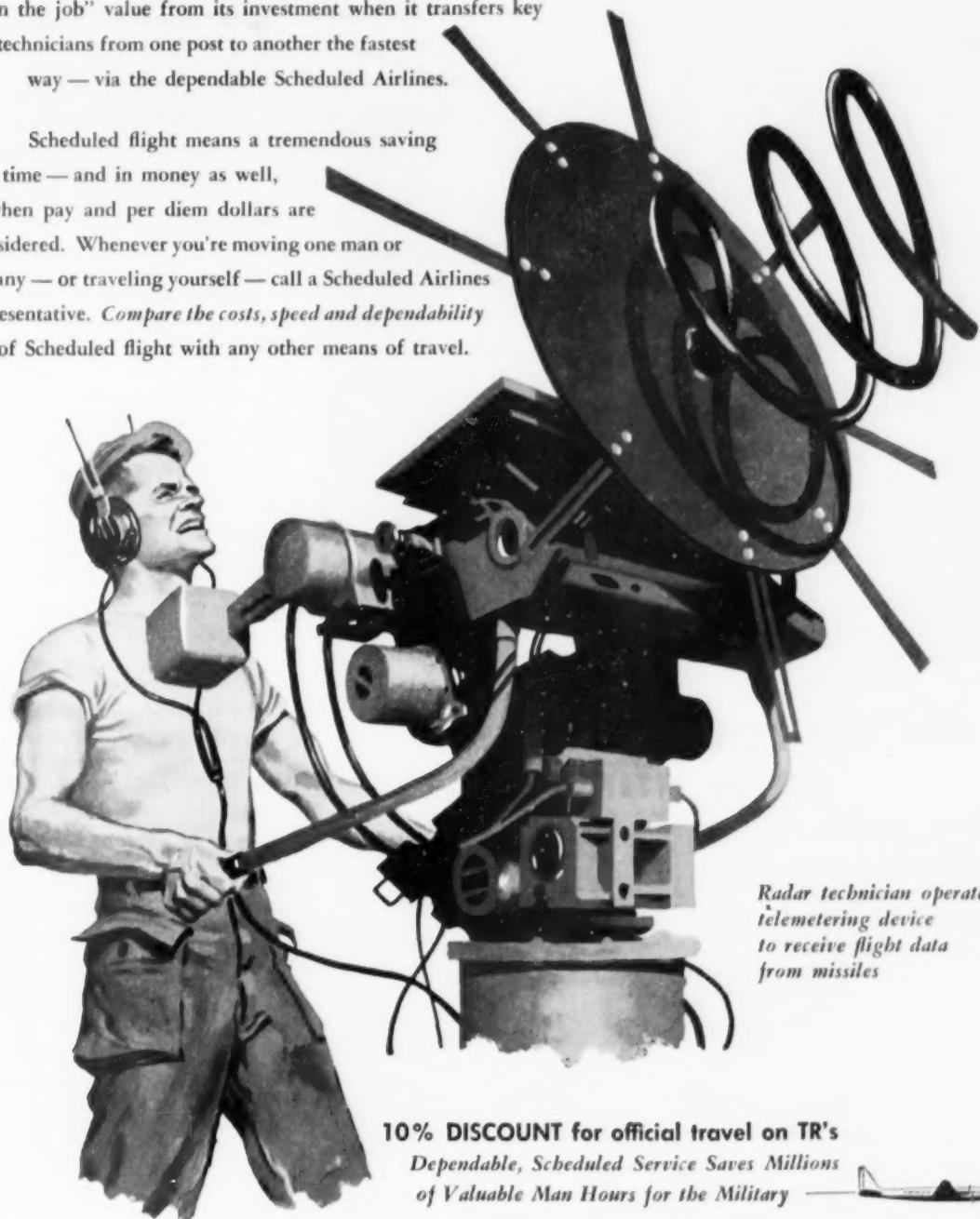
**43d Infantry Division.** 27-28 August. Hotel Statler, Hartford. For details write: Joseph E. Zimmer, Room 306, State Armory, Hartford 15, Conn.

**83d Infantry Division.** 18-20 August. Hotel Benjamin Franklin, Philadelphia.

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LOS ANGELES AIRWAYS  
MACKAY AIRLINES  
MOHAWK AIRLINES  
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NORTHEAST AIRLINES  
NORTHWEST ORIENT AIRLINES  
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### THE MONTH'S FILMS

#### CAPTAIN JACK F. McAHON

**TF 8-2125: It's Up to You** (30 minutes). Aimed at soldiers in their second and third weeks in the Army when the psychological effects of the change from civilian to soldier begin to occur. To explain the feelings of helplessness felt by many new men, a group of soldiers outline the problems they experienced during this period and how they overcame them.

**TF 17-2118: Range Finder, M-12; Part II, Preparation for Ranging** (14 minutes). Adjustment of dioptrics and interpupillary distances, checking of scale-transfer lever; checking of light for reticles and adjustment of contrast; setting of stereo device and halving; adjustment of internal correction system; placement of the individual's setting on the dial.

**MF 45-8440: The Soldier's Mission and Responsibilities** (20 minutes). Points out that the American soldier has come a long way. Older than the Nation, the Army and the heritage of its soldiers began at Concord. Then, as today, men of all walks of life joined together to defend themselves from oppression. After an extended period of fighting on far-flung battlefields of the world, we today face the most powerful, dangerous enemy ever.

**TF 9-2123: AAA Fire Control Systems; Part II, The Skysweeper Integrated Fire Control System T-38** (21 minutes). Animation and on-the-spot scenes explain the detailed workings of this new fire-control system. Technical in nature, but of great interest to Skysweeper units.

**TF 20-1981: Land Mine Warfare; Part II, Siting and Marking** (20 minutes). Composition of mine-laying parties; each man's duties; equipment required; effective minefield layout; minefield fencing and marking.

**MF 30-8401: Armies of the World; Part II, The Soviet Army River Crossings.** Soviet Army river-crossing doctrine. Points out that while the Russians sometimes use primitive methods compared to our mechanized methods, their ways are effective and not to be taken lightly. Diagrams are used for technical explanations.



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Speed Control Division, St. Augustine, Fla.  
Stratos Division, Bay Shore, N. Y.

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## THE MONTH'S AUTHORS

OUR authors this month are a mixed bag, representing a number of components and branches of the Army, two Marine Corps officers, a Royal Engineer of the British Army, and a few who prefer the anonymity of a pseudonym. We try to keep the number of these last at a minimum, but every issue seems to have one or more. Military facts of life have a lot to do with this, as all soldiers will understand.

**COLONEL JAMES C. MURRAY** ("Sing-ing is for the Birds," page 16) entered the Marine Corps in 1936. He is currently on duty at Marine Corps Headquarters.

**COLONEL S. LEGREE** ("Private Digger's Logistical Godfather," page 22) is the pseudonym of an Artillery officer with long service in the Army Reserve, and a by-line which has appeared many times in *The Army Combat Forces Journal* and its predecessors. Although a practical gunner, he has served considerable time in logistics. The present article is the result of Legree's last tour of active duty with an Oversea Supply Agency.

**LIEUTENANT COLONEL BRICE PACE, AGC**, is well qualified to write "Paper Means People" (page 25), for he is presently AG of the 69th Infantry Division at Fort Dix. A graduate of New York University, he took his postgraduate work at the University of Nevada, and entered the Army as a second lieutenant of Infantry under the Thomason Act. He has served as an exchange officer with the Canadian Army and did hitches in TAGO and on the General Staff of the Army. His World War II service was with First Army and Allied Force in Italy.

**MAJOR JAMES A. HUSTON**, Infantry, USAR ("The Red Ball Rolls Again," page 38) served in World War II with the 35th Infantry Division, and wrote the history of his battalion. After a tour in the Office of the Chief of Military History, he is now teaching at Purdue University. His last contributions were "Army Aviation" (June 1951) and "Tradition Can Help" (October 1951).

**LIEUTENANT COLONEL M. L. CROTHWAIT** is a member of the British Army's



LIEUTENANT COLONEL BRICE PACE

Royal Engineers, and has spent the last eighteen months on a tour as an exchange officer in the Office of the Chief of Engineers. He says that he wrote "The True Deterrent" (page 46) as a British officer, but in view of his present association with Americans, "one's current opinions are fashioned more by American than British ideas."

**CAPTAIN PATRICK C. ROE**, U. S. Marine Corps, ("Defend from the Top of the Hill," page 48) saw service in Korea as a member of the 1st Marine Division. He is a student at the Marine Corps Schools at Quantico.

**CONTRIBUTORS** to Cerebrations this month include one anonymous author, three regulars and one reservist. **LIEUTENANT GENERAL BRUCE C. CLARKE** ("Motivation and Leadership," page 52) began his Army career when he enlisted in 1918. He is a 1925 graduate of the Military Academy, served in the Engineers, and transferred to Armor in 1951. Recent commands include the 1st Armored Division at Fort Hood, and a corps

in Korea. At present he is Commanding General, United States Army, Pacific. **COLONEL ROBERT L. COOK** ("More Rank for Senior Sergeants," page 53) has been nominated for promotion, and may be a brigadier general by the time this issue gets into print. As we go to press he commands the 3d Infantry Regiment, stationed at Fort Myer and Fort McNair. Readers will remember his Cerebration, "Shooting Can be Fun," in January 1955.

**COLONEL WALTER F. WINTON, JR.** ("Unit Life Insurance," page 53), graduated from the Military Academy in 1940 to enter the Infantry. A paratrooper, he had extensive combat service during World War II. He is on duty in the Office of the Chief of Staff of the Army. **CAPTAIN ALVIN P. DOBSEVAGE**, Infantry, USAR ("What's Wrong with the Schools?", page 54), is a 1942 graduate of the College of the City of New York. During World War II he served in Italy with the 10th Mountain Division. Recently he completed a course at The Infantry School.

OUR book reviewers for August include **BRIGADIER GENERAL DONALD ARMSTRONG**, USA, Retired, consulting editor to the staff of *The Journal*, who has had long experience as a critic of military literature. **MAJOR MARK M. BOATNER III**, Infantry, a frequent contributor, recently completed the course at the Command and General Staff College, and is on duty with the faculty of the Military Academy. **RILEY SUNDERLAND** is on duty in the Office of the Chief of Military History, and has written many reviews for military publications. With Charles F. Romanus he wrote the Army's official *Stilwell's Mission to China*. **COLONEL FREDERICK BERNAYS WIENER**, JAGC, USAR, is a practicing attorney in Washington, and has been a contributor to *The Journal* for more than twenty years. **COLONEL HAROLD D. KEHM**, USA, Retired, a former Artilleryman, likewise has had extensive experience as a reviewer. **RALPH W. DONNELLY** is a member of the Washington chapter of the Civil War Round Table, and is on the editorial staff of *Military Affairs*, the journal of the American Military Institute.

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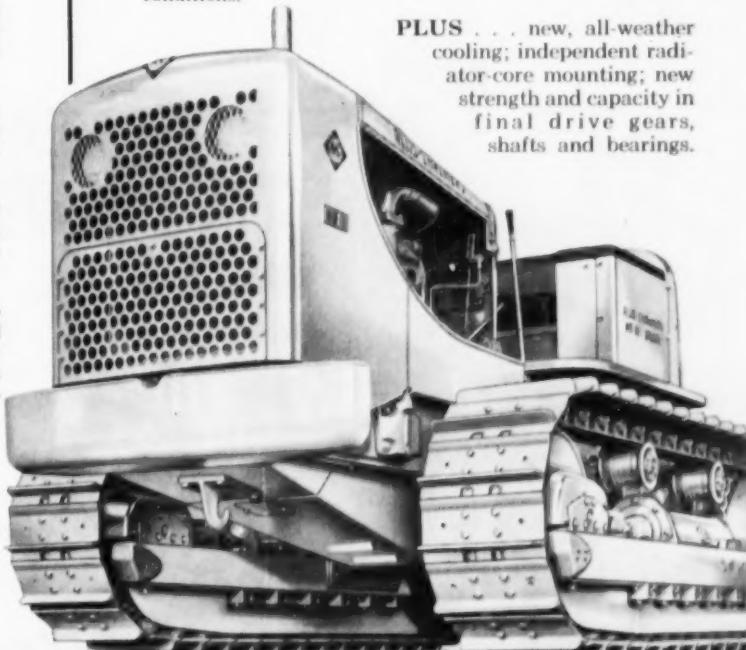
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A policy of "free talking" by POWs would be completely unworkable and self-defeating. The only effective rule is "name, rank and service number." For as every soldier knows . . .

# SINGING Is for the Birds

**COLONEL J. C. MURRAY**

Illustrations by Gil Walker



Y

OU are Private Smith—just another guy named Joe—serving in a rifle platoon in Korea. Your little outfit is part of the rear guard covering a redeployment of our forces. Your orders are to hold a certain pass until notified to withdraw. You are cold, dirty, hungry, bone-tired and near panic. The Reds probe your position; artillery begins to fall around you; infantry deploys opposite and an ugly array of tanks lumbers into view. Just when you're expecting to catch all hell a Communist jeep approaches. It stops a few hundred yards off and rigs a loudspeaker. You hear a voice with the unmistakable accent of Brooklyn, USA:

"Men, this is Captain Jones, service number 005389. Some of you know

me. I commanded Baker Company until I was captured last week. Since then I've been living with other soldiers of our battalion, under the Chinese Volunteers' Lenient Policy for War Prisoners.

"You men are on a suicide detail. You have been left here to die while all the others make tracks to the rear. Your orders to withdraw will never come. The People's Army is ready to launch the attack which will destroy you. But they don't want to destroy you. That's why I am talking to you.

"To be a prisoner of war is no disgrace. To be a prisoner under the Lenient Policy of the People's Army is to live a comfortable life far removed from the hardships and dangers of the battlefield. Under Executive Order No. 1984 the President of the United States encourages you to talk freely to your captors. By talking freely you are eligible to be treated in accordance with

the Lenient Policy. The President assures you that this will not be held against you when you return home.

"You men would be chumps to stay in your positions and die, when your Commander in Chief himself does not expect it of you. Your wives and sweethearts want you to live and return home to them at the end of the war. Even the soldiers of the People's Army don't want you to die. That's why they have asked me to tell you that you will be given thirty minutes in which to act.

"If you want to live, drop your weapons and advance toward [me] individually or in groups."

Jones repeats this in various forms during the next thirty minutes as tension and indecision grow within the platoon. Then comes the final broadcast:

"The attack will begin soon. Your outfit will be destroyed, but you can



still save yourself. If you want to live, don't shoot when the soldiers of the People's Army advance, and you will still be entitled to treatment under the Lenient Policy. Don't be a chump. Remember Executive Order 1984. Don't die when no one, not even the Commander in Chief, expects it of you."

Artillery fire blankets the platoon, obscures observation and disrupts communication. As the Red skirmish line moves forward it is met by fire, but something is terribly wrong. The fire is scattered, weak, ineffective. The position is overrun rapidly and easily. There are surprisingly few casualties among your fellow soldiers when they are rounded up to be marched off to prison camp.

Owing to the failure of the platoon other outfits are cut off and surrounded. Many men become casualties. The UN command suffers a severe reversal.

**U**P to this point all this is fiction. Captain Jones is an imaginary character. Executive Order No. 1984 doesn't exist. The U. S. Government has not adopted the policy of encouraging prisoners of war to talk freely to their captors.

But it would be policy if the proposals of certain persons were adopted. These proposals are based on the very American trait of using a gimmick to solve a perplexing problem. Don't think the problem through; develop a gimmick of some kind and the problem will go away.

Emotion and quick adoption of a gimmick won't solve the problem of what we must demand of Americans who may be captured by an enemy. In this article I am going to show you why the gimmick of "free talk" won't work and what its cost might be to the U. S. and the free world if it were adopted.

**T**HE Geneva Convention, a pact observed by the civilized nations of the world, forbids the use of force to extract information from a prisoner of war. He must, of course, give his name, rank and service number. These data are intended to be used for humanitarian purposes, not military. They are supposed to be forwarded to his own government to relieve his relatives of the anguish of uncertainty. Actually the Communists do not forward such data, for that would limit their freedom of action in disposing of prisoners

of war to suit their own purposes.

To give information beyond name, rank and service number is to give information which may aid the enemy. This is something a prisoner cannot be expected to do willingly, and the Geneva Convention tries to save him from being forced to disclose such information. Does this bother the Communists? Not at all.

They don't even stop at forcing prisoners to disclose information. Through the insidious process of brainwashing they force them to make false confessions of atrocities, germ warfare, and aggression. They coerce them into signing peace appeals, petitions and declarations. Then they use these false confessions and peace appeals as propaganda in their ceaseless campaign for world domination.

To baffle the brain washers it has been proposed that the President issue an Executive Order authorizing our men, if captured, to sign any document or to participate in any propaganda-serving activities the Communists require. The idea is to give the Reds anything they want for propaganda purposes and let them make what use they can of it. This would take the prisoners off the hook, and at the same time neutralize their propaganda activities by serving notice to the world that statements of our prisoners, made to the enemy, are fairy tales.

There are good reasons why this solution should not be adopted. An order authorizing "free talking" by our captured men would not free them from coercion at the hands of the Communists, nor destroy the propaganda value of their false confessions and peace appeals. And even if it could achieve these aims it would create other problems equally serious.

**L**E'TS look first at the claim that "free talking" would destroy the effect of the propaganda-serving activities of soldiers fallen into Communist hands. Consider for a moment the people at whom this propaganda is directed.

In the psychological war there are three principal audiences: the captive Communist audience; the Western oriented free world audience; and the in-betweens—those who are even now pondering the decision between Communism and the way of freedom. How would each of these groups react to the proposed Executive Order and how would it serve its intended purpose?

Communist propagandists could prevent knowledge of the order reaching their captive audience. But why should they? Better to cry it from the rooftops as "a crude attempt on the part of the imperialist warmongers to destroy the credibility of repentant soldiers who are anxious to reveal the truth once they have the opportunity to speak freely or have a chance to see the error of their ways."

This certainly would be the pitch for the in-between audience and the reaction of this audience to the order would be divided. Many would interpret it as a sign of weakness on our part—as betraying a lack of confidence in the moral fiber of our fighting men. So the existence of the order would have little effect on the in-betweens in forming their judgments on subsequent prisoner confessions or peace appeals.

The free world audience, familiar with our ideals and sympathetic to our cause, would take the order at face value and discount subsequent "confessions," just as they discounted the bug-war myth without any such order. But even in our own country the national morale must inevitably be lowered by the degrading spectacle which would be the product of this order.

So in the final analysis public reaction to statements elicited from prisoners after the proposed Executive Order would not be substantially different from the reaction to the bug-war "confessions" and peace appeals of the Korean war. The same people would be influenced by them; the same people would not.

**H**OW would "free talking" affect the prisoners themselves? Would it relieve them from coercion, torture, brainwashing? Any hope that it would must derive from a lack of understanding of Communism. We must recognize that there are two distinct doctrines on the treatment of war prisoners.

Each has its own logic and its own tradition. The one is the product of the application of certain Christian principles to warfare between nation-states. The other is an outgrowth of the so-called "class war"—the Communist revolution.

Among the Western nations war is considered a relation of state to state rather than of man to man. Thus, prisoners are regarded as individuals in the power of the captor as the result



of circumstances independent of their own wills. They are to be protected from harm. Force is not to be used against them. Their allegiance to their own country is to be respected and they cannot be required to serve against it.

The Communists, in the person of the Soviet Union, signed the Geneva Convention on the Treatment of War Prisoners which incorporates these principles, but this act was as meaningless as the recitation of the Apostles' Creed by an atheist. They observe the Convention only to the extent that it serves their purposes.

**C**ONCEIVED in the Marxist concept of class war, Communist doctrine on the treatment of prisoners was perfected in the context of civil war—Communist style. Now highly refined, this doctrine serves the world revolution—a conflict which, according to Communist ideology, transcends all national boundaries.

The Communists came to realize that prisoners were an asset which could be used to advantage. They could be used for labor or be impressed into the Red armies to fight against their own side.

But even more important, the prisoners were a bridge by which the Communists could reach the soldiers of the other side and the civil populace behind them. "The principal condition

for victory," says the Field Regulations of the Red Army, is "to win the working and peasant masses of the enemy army over to the side of the proletarian revolution."

Naturally, the specific uses to which prisoners are put depend upon the war situation. Some prisoners are well treated, then released to return to their own units to tell of the lenient treatment they received at the hands of the Communists. Hearing this, their fellow soldiers are less apprehensive. When faced with a difficult military situation they may surrender rather than continue fighting.

Better indoctrinated and more persuasive returnees actually bring about the surrender to the Communists of individuals and whole units. This happened frequently in the Chinese civil war.

Still others are selected for higher education, even in the universities of Moscow. Then when new territory is gained, these former prisoners help to bring the people under the Communist yoke.

Those from areas not yet under Communist control are smuggled back to their home provinces to engage in subversion and espionage.

**C**OMMUNIST use of prisoners for propaganda purposes is better understood since our Korean experience. We all know about false confessions,

peace appeals, letters, broadcasts, photographs, and petitions. But there are also other aspects of prisoner usage which are less well known. There is interception and interpretation of our communications. There are analyses to be made of our public opinion and estimates as to the types of propaganda that will have the greatest impact. There are analyses to be made of the effectiveness of each effort.

Some prisoners may be kept as hostages. This insures the continued observance by the opposing army of the Geneva Convention and removes the danger that Communist war prisoners might be allowed to take up arms against their former masters—a necessary precaution because there are always a large number who are anxious to do just that. If the war goes poorly these hostages insure the return to the Communists of their own soldiers. If the Communists are victorious the hostages are not repatriated. The Soviet Union, for example, still holds from World War II many thousands of prisoners of German, Japanese, and other nationalities; this despite the fact that it demanded and received the delivery of numberless thousands of its own subjects who sought to use the war to escape Communist bondage. Small numbers of hostages are released by the Reds from time to time to suit the convenience of Communist propaganda.

**W**HILE the Soviet Union made some progress in developing methods of bringing prisoners to collaborate, it was the Chinese Communists who were to develop, during a generation of civil war, the political tool which would adequately meet this need—brainwashing. "Brainwashing" suggests a fiendish surgical process. Actually some of its techniques are familiar to us as methods of applied psychology.

First, they destroy the individuality of the prisoner—his self confidence, self respect, inhibitions, loyalties, his will to resist. Fatigue, degradation, humiliation, hunger, cold, fear, and physical torture are used to bring about the collapse of his moral armament.

This done, crowd psychology and the power of suggestion are used to get the individual to "clear his problem" by public confession.

In the Korean war, for example, the "error" of the prisoners was "allowing themselves to be duped by their Wall Street masters into an aggressive war

against the peace-loving peoples of North Korea and China."

Individuals who grasp the "error" quickly are progressives. They are singled out for recognition and increased participation in the discussion. Those who fail to grasp the "error" are reactionaries. They are subjected to further conditioning or given up as hopeless cases. But the Communists don't give up easily. As one Chinese interrogator put it to the prisoners: "We will keep you here ten, twenty, thirty or even forty years if necessary, until you learn the truth, and if you still won't learn it, we will bury you so deep that you won't even stink."

When the confession phase is finished the way is open to the indoctrination of individuals and groups in Communist ideology.

Using the coach-and-pupil method, seminars, and group discussion, the few simple ideas to which the Communist ideology has been reduced are drilled into the prisoners until they become walking phonograph records. Skilled moderators detect errors in thinking and guide deviationists back to the fold. The prisoners themselves must check on each other and expose errors in one another's thoughts.

In order to be well treated by the Communists the prisoner has to do more than passively accept Communism. He must give them all the military information he has and act as an informer, revealing the plans and thoughts of his fellow prisoners and helping to spread Communism among them and among his family and friends at home. Depending upon the circumstances, he may be called upon to take up arms against his own country or to engage in espionage or subversion. This is the technique of brainwashing.

It is a matter of record that brainwashing achieved signal success among Nationalist soldiers during the civil war. Indeed, the victories of Mao Tse-tung were due as much to highly developed techniques for the treatment of war prisoners as they were to military operations themselves.

A question which remained temporarily unanswered after the civil war in China was this: Would brainwashing be equally effective against the soldiers of other nations? The Korean war furnished the opportunity and the United Nations the guinea pigs for the experiment. The answer could not have pleased the Communists too

much, and it need not be taken by us as cause for despair.

A British Government report shows that the program of physical torture and psychological pressure made Communist sympathizers of about one third of the 973 British prisoners captured during the Korean war. While most of these prisoners were rehabilitated upon their return home, the meaning of this report is this: Under protracted captivity the Communists can bring about the active cooperation of a third of the prisoners. To set against this is the fact that two thirds successfully resisted brainwashing, even though they were exposed to it for nearly two years.

You may be asking: "But how would all of these things apply under a voluntary confess-all policy? Wouldn't they simply disappear?" Let us see. Let's evaluate the idea that "free talking" would relieve prisoners of coercion and torture.

If the sole objective of the Communists was to procure propaganda serving statements, it might be assumed that the cooperation of the prisoners in this activity would spare them from coercion. But to procure propaganda statements is not their sole or even their most important objective. As we have already seen, their aim is far more comprehensive; it is to exploit the potential asset they have in prisoners to further Communist world conquest. This means that as many prisoners as possible must be made completely subservient to Communist will and do whatever will best serve Communism. False confession is actually only the beginning in the process of changing a man's thinking. But it is a beginning, and every confessor—willing or unwilling—has taken a first and significant step.

Chances are that "free talking" would speed—not avert—the process of brainwashing by enabling the Communist interrogator to penetrate more readily the prisoner's initial defenses. Pseudo-sympathetic conversation or the offer of a cigarette—after a beating—these things serve to break down the soldier's resistance. The revelation of military information, even if unwilling, fosters a guilt complex and tends to identify the prisoner in his own mind with the captor.

If the prisoner tries to deceive his captor, the more "free talking" he does the more likely his deception is to be

detected. An unsuccessful attempt at deception disconcerts the prisoner and places him at a psychological disadvantage. Both General Dean and Colonel Schwable attempted deception only to have their carefully contrived stories refuted by their interrogators. Men of lesser experience could not hope to be successful. In the case of Colonel Schwable the chain of events leading to the collapse of his resistance began when he was confronted with proof of the falsity of his original account, because he was thereby deprived of any element of moral superiority to his captors.

The official report "Treatment of British Prisoners of War in Korea" highlights another danger of "free talking." Alluding to the efforts of certain prisoners to simulate "progressiveness" the report observes:

"But in the pretense of 'progressive' sentiments there was danger, and a number of prisoners discovered that, through the continuous repetition of the Communist creed, they unconsciously assimilated Communist thoughts and views, and so gradually became sympathizers to varying degrees."

Thus it is evident that "free talking" is not the solution. It would not diminish the value to the Communists of propaganda serving activities of captured persons. It would not free them from Communist coercion. What would it do?

It would make it easier for the Communists to penetrate the initial defenses of the prisoners, shortening the time required for brainwashing and increasing the percentage of success. This is an important consideration. But it is only the first of many disadvantages of "free talking."

"Free talking" would make available to the Communists a vast flood of valuable military intelligence. There are some who say that we don't have any security anyway; that virtually all military information is available to the enemy through publication in newspapers and magazines; that security should be tightened up so that the average soldier has no information of military value; that those whose duties put them in possession of valuable military information should not be exposed to capture.

While these views have some validity if one thinks only in terms of the type of information to be found in the

national capital or at the headquarters of a theater of war, they have almost no validity in terms of actual combat information.

Even with the tightest security measures there is no soldier, sailor, airman, or marine in the combat zone who does not have some information of importance to the enemy. He has knowledge of order of battle, dispositions, strengths, morale, combat effectiveness, operational techniques, and the results of past operations. The methods of military intelligence are designed to extract such information. Individually, these bits and pieces of information may have as little meaning as the separate pieces of a jigsaw puzzle—but assemble them and the aspect is quite different. Military intelligence does not rely upon spectacular revelations by a single prisoner, but rather on the painstaking assembly of a mosaic created out of fragments of seemingly unimportant information gleaned from the patient questioning of thousands of captives.

It is true that the value of combat information diminishes with the passage of time owing to changes in the combat situation, but it does not disappear entirely. Moreover, the idea that prisoners could protect their own side by keeping their mouths shut for about a week after capture is not valid. In ground warfare in particular the situation does not change so rapidly. To take an extreme example, in Korea a gun position or a bunker identified by a prisoner a week after his capture might still be in precisely the same location a year later. That is, unless the Communists destroyed it after receiving the prisoner's "valueless" information.

Another suggestion which has often been made is that prisoners be allowed to answer questions, provided they disclose no information of military value. But this would place the prisoner in the position of having to weigh his answers from the standpoint of their military significance. He cannot possibly discern what motive is behind the interrogator's most casual inquiry. He cannot know what information the enemy already has and how his seemingly harmless answer will fit into the jigsaw puzzle. Therefore he cannot possibly decide what may and what may not hurt our side.

One disadvantage of giving false information is that it entraps the giver.

Few prisoners ever get away with this.

Finally let's consider the disadvantages of the "free talking" concept, in the effect it would have upon our soldiers in the field. We know now that they are the target of Red propaganda. But an Executive Order authorizing captured soldiers to talk freely to their Communist captors would do just what the Red propagandists themselves are trying to do. It would encourage the act of surrender.

**A**NALYZE Captain Jones's appeal at the beginning of this article. What is its most telling point? It is not that your platoon is in a desperate situation. Not that you might die defending your country as have thousands of American patriots since Lexington and Concord. It is this: your Commander in Chief has authorized you to talk. If you talk in Red prison camps to secure the benefits of their lenient policy, why should you resist to the last and perhaps lose your life on the battlefield? The real cause of the surrender of the platoon was not Captain Jones's appeal itself. It was the effectiveness of the appeal of Executive Order 1984.

With respect to the pilots and crews of aircraft, determination to resist capture is not really material to combat effectiveness. Airmen fall into the hands

of the enemy only as the result of enemy action and the law of gravity. There is no element of personal decision in these events.

In the case of soldiers and marines, who fight on the ground, it is important. Except for their character and their moral convictions these men do not have to fight; they can surrender at any time. Their combat effectiveness depends upon their will to resist capture. Weaken this will and you destroy their combat effectiveness.

**I**N a true democracy there is always genuine concern for the welfare of every individual, and this extends to our soldiers fighting in the field. We do not waste their lives in human-sea tactics, neutralize minefields by marching soldiers across them, or send our pilots on one-way missions. Quite naturally, then, the inhuman treatment accorded our captured men in Korea has led to theorizing on the subject of methods to save them from Communist torture.

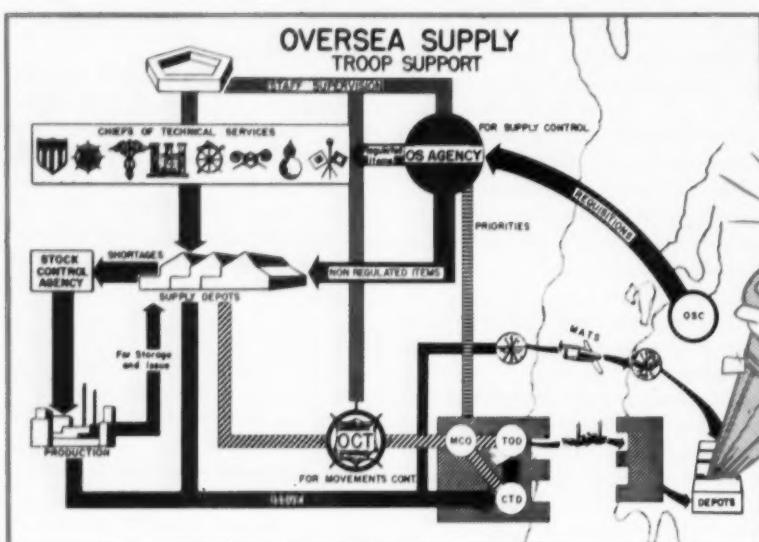
Knowing that the Reds use war prisoners as weapons, soldiers who fall into their hands must accept the implications of their fate with the same fortitude that they accept the stark reality of death in battle. A few will not observe this Spartan code, just as a few desert their places on the firing line in battle. Some will break under strain, just as some break under the strain of battle. Others will die living up to this code, just as others die in battle.

Those soldiers who return from captivity having conducted themselves according to the standards of loyalty, courage, and dependability expected of soldiers do not need, nor do they want, extravagant sympathy or crocodile tears. Those soldiers who, owing to treatment of such severity as to constitute reasonable justification for lapses, have been unable while in captivity to conform to these standards deserve not only sympathy but official clearance from any taint of deliberate wrongdoing.

We cannot defend our way of life from Communist attacks by embracing a relaxed view of loyalty and duty. Name-rank-and-service-number is still the best rule as regards military information.

No one has a greater interest than the men who fight on the ground. And they'll tell you that singing in prison camp is for the birds.





It won't mend a rent in your coveralls, but the Oversea Supply Agency keeps the pipelines of supply in good repair. A paper-shuffling outfit that sits astride the supply lines, OSA keeps a running check on those who make, buy, house and ship the stuff our oversea armies must have if they are to exist

**COLONEL  
S. LEGREE**

YOU are Captain Fogg, commanding Company Q, 194th Underground Aviation Regiment (SM) at APO 222Y. Private Digger, from Tunnelling Platoon, has ripped his coveralls on an improperly buffed stalactite. You tell your supply sergeant that Digger looks sad enough when properly dressed, and you want a new pair of coveralls for him right now. Your wish is granted. But what went before?

You have been properly brought up and therefore have a great contempt for paperwork. If you were in charge of mimeograph maintenance you would put sand in the gears and SAE 30 in the ink. When you become Chief of Staff you will melt all the typewriters (except in the Pay and Allowance Branch of the Finance Corps) into shells. And you never heard of the Oversea Supply Agency. It sounds like a paper work outfit and you're agin 'em.

The Oversea Supply Agencies (there

are now three of them in operation; in World War II there were seven) sit astride the supply lines from the ZI to the theaters and never move physically a pound of cargo. Their job is to do their best to prevent requisitions and items on requisitions from disappearing into the sticky recesses of the logistical services' paperwork tunnels, and to prevent overseas commands from ordering things they don't need and aren't entitled to. Each of the OSAs is a team of dedicated personnel, military and civilian, male and female, who give their allegiance to the soldier overseas and to the taxpayer. Their enemies are inefficiency and wastefulness; their weapons are knowledge, intelligence and a deep sense of responsibility to both their masters.

Chances are if it hadn't been for OSA Private Digger would still have the seat of his coveralls hanging low—if he had coveralls. These paper-shuf-

# Private Digger's

## Logistical Godfather

fling agencies have the mission "To assure timely provision of adequate quantities of supplies to overseas commands." Now there is a text for a sermon, with much exposition of the words "assure," "timely," and "adequate." But we'll forego the pleasure and get back to Digger's coveralls.

MORE than 120 days before Digger's accident, some weary Quartermaster in your theater had completed a requisition to be sent to the ZI. He had communed with Tables of Allowances, Requisition Objectives, On Hand Quantities, Due In Quantities, Required Quantities, Standard Nomenclature Lists, slide rules, crystal ball, and his sergeant major. The requisition including "Coveralls, Underground Aviation, Tunnelling, Chanel #5 Impregnated, Size 44, Stock Number B 1234-2222-C" arrived in the ZI 35 days after the sergeant major

had said, "Colonel, it's time to get going on the requisition for special clothing."

The requisition did not go direct to a depot, but to the OSA servicing your command.

At the OSA it went to the Quartermaster Section of the Supply Branch where it was pounced upon by an editor, otherwise known as a GS-something or other (surprisingly low, incidentally, for the judgment he must exercise) who went over it with microscopic thoroughness.

This editor checked each item on the requisition, to be certain that your theater was authorized the item, that your on-hand and due-in quantities tallied with his knowledge of the situation, that the nomenclature was correct, that the stock number fitted the nomenclature, that the item was in current supply channels, and for many other possible discrepancies that might

either delay the shipment or result in shipping something other than, or more than, was needed.

When the editor came to *Coveralls*, etc., he found again that humans are imperfect. The listed stock number covered aiguilettes rather than coveralls. There had been a modification on this particular item, and instead of Chanel # 5 the newer models were impregnated with Forget-Me-Not—this saved a special order, with resultant delay and expense which would have cost the taxpayer \$15,000 and Private Digger (let's not forget him) months of immodesty. Further, the editor found that the Theater QM was using an old table of size distribution, and was ordering too many size 34s and not enough size 44s.

The editor proceeded to extract the requisition. These coveralls were stocked only in Birdwhistle Depot; all Birdwhistle items were placed on one

extract requisition, all items procurable at Zebra Flats Depot on another, and so on. This service alone saved tens of thousands of frantic hours once the requisitions got into depot channels. The extracted requisition went on to Birdwhistle Depot.

**A**T this point, the follow-up clerks in OSA took over. The depot had not to exceed 55 days for depot processing and shipment after OSA placed the order. If on the 55th day the follow-up clerks weren't notified of the receipt of the item at the port, woe betide the depot. The depot could have protected itself by sending in a NODI (Notice of Delayed Item) or NONA (Notice of Non-Availability) with reasons. Since depot commanders, even as the least of us, prefer not to find their works in skin-sheets, only a small proportion of line items fail to show up on the 55th day (the 100th day from the beginning of the requisitioning cycle) without either a NODI or NONA to explain their absence.

The OSA keeps statistics on the number of line items received on time, the number of NODIs or NONAs, and the number unexplained. When any tech service or any depot begins to drop below an acceptable minimum of completed items, the Deputy Chief of Staff for Logistics makes rumbling noises, and unhappiness results. The OSA is a direct agency of Dep/Log, and the liaison is not only good but effective.

The follow-up people at OSA kept an eye on Private Digger's coveralls. First came a NODI, explaining that Birdwhistle Depot was heartbroken, but size 44s were in short supply, and the Middle Arctic Theater's requisition had to be filled first on a priority basis. More stocks were expected in 30 days. Birdwhistle Depot came through within the 30 additional days, or the consequences would have been dire. After all, who knew just when Private Digger was going to tear those coveralls?

The file kept growing. The coveralls were reported shipped from the depot. More paper. The port reported their arrival. More paper. They were reported as shipped aboard the S.S. *Wallow-Wallow*. More paper. File closed.

**Y**OU have had merely the 25 cent tour of Oversea Supply Agency. There is more, much more, to this important check-point in the supply pipe-

line. Paperwork for Air Force cargo, Foreign Aid cargo, and other special types of overseas tonnage funnels through the OSA. Supply Branch is the overseas soldier's representative in the process, but Cargo Branch coordinates the physical movement of the supplies; Foreign Aid Branch handles the processes of receiving requisitions and assuring timely supply to friendly foreign governments, and there are the usual internal administrative offices. It becomes rather complicated, but it works.

To the American soldier overseas, the Supply Branch is the most important. Although the sections in this Branch vary with the workload and the situation, as of some weeks ago there was a POM section to assure that units moving overseas have proper equipment to take with them or to arrive overseas at the proper time. The Branch has six sections: Quartermaster, Engineer-Transportation Corps, Medical-Adjutant General Publications-I&E, Signal, Ordnance Chemical, and Army-Air Force Exchange.

Although routine and special procedures are necessary to handle the colossal load of paper that passes through the OSA during any period, the personnel, officer and civilian, are not chained to the point where there is a lack of initiative. The normal requisitioning cycle is 120 days, divided as follows: Inventory and Preparation of Requisition, 35 days; Oversea Supply Agency for Editing and Extracting, 10 days; Depot Processing and Shipment, 55 days; Loading and Sailing, 5 days; and 15 days (average) en route to the Port of Debarkation. But let an emergency happen!

**T**HE Medical people seem to have the most emergencies, and when an emergency occurs, things move! More than once, on the authority of an electrically-transmitted message from overseas, a rare item of medical supply has been located in some inland ZI city and landed overseas in less than 36 hours from the moment of receipt of the message. Telephones, Air Force fighter jets, MATS or commercial intercontinental flights, and police escorts have all been enlisted in fulfilling these hurry-up requests.

**L**ARGER items and larger quantities that require expedited shipment get special treatment also. The OSA handles about fifty expedited shipments

each month, and here is where specialized knowledge pays off. OSA personnel know the location, use, transportability and procurability of an amazing percentage of the millions of line items in the supply catalogues, and they know the vessel and aircraft possibilities to every place where there are American troops. The vast amount of coordination required to bring quickly an expedited shipment to the proper port, find cargo space for it on the proper type of carrier, and still practice proper supply economy is staff work at its best.

OSA people are trained to move from section to section as the workload varies. An editor who has worked with Engineer matériel is far from a total loss when he finds himself helping out in the Ordnance-Chemical section, and follow-up clerks find it even easier to move from section to section. A red-hot Management Office does a never-ending job of tuning up the Agency's efficiency, and there is little chance of getting into a rut.

**T**HE people at OSA get into the act in many more ways than would appear in this much too brief run-down. They do their best to assist in scheduling cargoes so vessels have full loads, and collecting loads that fit the particular vessel. The twice-weekly "reefer conference," held with officers and civilians of the New York Port of Embarkation and the Navy's Military Sea Transport Service, is meant to assure the most economical use of refrigerator vessels. With the Transportation Corps, with whom they work in close liaison, OSA personnel consider such matters as incompatible cargoes, rate favorable movement of supplies to Ports of Embarkation, availability of vessels to out-of-the-way ports, and many other items that overseas troops never consider.

The two most important people in the OSA's book are the soldier overseas and the taxpayer. Strangely enough, what really helps the soldier hardly ever hurts the taxpayer. Adequate supply precludes wasteful supply; the soldier isn't helped and the taxpayer is hurt when there is too much of anything on hand. Original cost, shipping costs, storage costs, and deterioration costs add up quickly. Timely provision of supplies means that the soldier has the item he needs when he needs it, and the taxpayer is willing to pay for that. Soldiers are also taxpayers.



**During 1954 the Fort Dix Adjutant General**

*Processed the records of*

**60,000 men who reported for basic training**

**10,000 men who reported for duty with the post's permanent party**

**10,000** who were transferred or discharged from the permanent party

**1,000 officers who reported for duty**

**1,900 special discharges involving 25,000 pieces of correspondence**

**Handled 70,000 morning reports**

**Cut 13,000 orders and mimeographed them on 6,000,000 sheets of paper**

**Handled 600,000 pieces of soldier-mail, at least 10 per cent of which was insufficiently addressed**

**Received 250 phone calls daily asking whereabouts of soldiers supposedly at Fort Dix**

**Told a Virginia gentleman that it regretted its inability to venture an opinion as to what kind of a son-in-law a certain Fort Dix soldier might make**

## PAPER MEANS PEOPLE

**LIEUTENANT COLONEL BRICE PACE**

LAST year a letter postmarked in Westfalen, Germany, arrived at Fort Dix. Written in a flowing German script, it came from a man who was searching for an uncle once stationed at that post. There was only one difficulty: his uncle, he said, "was last heard of at 'Camp Dix' in 1918."

Like much other correspondence concerning men assigned to Fort Dix, it reached the post adjutant general. After two months of record checking and correspondence with vital statistics departments in two states, the search had to be given up. No trace of Julius August Kweseleit could be found. But the attempt had been made, and the overseas searcher sent back a grateful note saying, "I thank you from my heart for your efforts to find my uncle."

The operation of missing-persons bureau is not a daily function of an adjutant general. But it illustrates the kind of problem that falls to an AG at a training division like that at Fort Dix, where constant change is permanent. The post population is now close to 40,000, but two thirds of this group is in the pipeline constantly and the other third goes through an almost complete turnover every year.

In 1954, 85,000 men arrived here for training and permanent party duty (an increase of more than 50 per





One of the AG's jobs is to process all applications to Officer Candidate Schools. Here an applicant is interviewed by three officers during basic training

"You in the second row! What's your question?"

Outgoing trainees receive their final orientation at the POR Board, another important function of the AG



cent over 1953); another 10,000 were separated or transferred from Fort Dix. Their assignment and separation was the task of the adjutant general. But it was also the AG's job to answer the following letter from a Massachusetts farmer:

Sir:

There is a Homer Pegean that was around here for 3 or 4 days, so I have him in my house now, he has a ring around his leg with numbers and star between them, U.S. 43 SC 21056 of what I can make of it. They tell me he is Government Pegean. Please advise me on this.

It was decided that "Homer Pegean" could be translated "homing pigeon" and the farmer's letter was referred to the Signal Corps Center at Fort Monmouth, New Jersey.

HOW do such functions, seemingly miles apart in nature, find a common ground in the adjutant general? Perhaps a closer examination of the operations would better tell the story. In the somewhat remote and impersonal terms of a division general order, this is the mission of the adjutant general at Fort Dix:

To supervise the management and operation of all personnel coming under the jurisdiction of the Commanding General; the publication of orders and instruments of the Commanding General; the conduct of correspondence; the operation of the Army Postal and courier services; and the preservation and administration of records within the command."

There is the story in a nutshell. However, since the operations of the AG would never fit into a nutshell, we must ask what this means in terms of men, records, and supplies. With even more cogency, it may be asked what the words mean in a station of transients like Dix.

Last year, approximately 60,000 men came to the 69th Infantry Division for training. From the moment they were assigned, the maintenance of their basic personnel records and the administration of their further assignments became the responsibility of the adjutant general.

Even before each new group began to fill a company's street, their DA Forms 20 (Enlisted Qualification Record) were on the way to the adjutant general. In the latter half of last year there were weeks when as many as 2,000 men began their training here; that meant 2,000 Forms 20 to work with and 2,000 assignments to work out. The work involved is varied, and since new men constantly arrive, the cycle is endless. Perhaps an outline picture of the week-by-week processing of *one* company might give some insight into the job.

When the Forms 20 arrive, newly filled out at the reception station, they are screened immediately, even before filing. Men earmarked as specialists, or those with enlistment commitments, must be noted. A roster is made from the forms and they are then filed in open-top desks where they can be handled constantly.

All through the first week the screening continues. Records of men qualified for the highly selective Counter-intelligence Corps, Army Security Agency, and scientific and professional work are extracted. Men who are candidates for special schools are sought. The names of trainees eligible for application to officer candidate schools are listed on a roster and sent to the company. Meanwhile, a letter is received in many anxious homes. Signed by the division commander, it begins: "I am pleased to inform you that your son has arrived at Fort Dix, New Jersey, for training with the famed 69th Infantry Division." This, too, was dispatched by the adjutant general.

For each cycle of trainees in its second week of basic



The AG keeps track of 40,000 men at Fort Dix. Thus the Morning Reports and Returns Branch keeps busy

Thousands of letters arrive every year, addressed only to "Fort Dix." The Post Locator redirects mail



Classification and Assignment men maintain the Form 20 of every trainee who is stationed at Fort Dix



combat training, the AG submits to The Adjutant General's Office in Washington a training division report, better known among AG workers as "the 27 report." Its general purpose is to give Washington an idea of the number and kind of men who will be available for further assignment at the end of their first eight weeks of training.

In the weeks that follow, the company's records must be kept up to date. Men are hospitalized, some are recycled, and a few are discharged from the service. This must be recorded on the Forms 20 and the necessary adjustments made. Then, too, every day there are more than a hundred phone calls which bring requests for information of all types.

The fifth week is another high point in the never-ending process. Assignment instructions for the company are received from Washington. These are based on the 27 report's figures. The instructions give no names, but specify such data as physical profile, aptitude area scores, MOS, and so on.

Then the classification men go into the field. An interview team moves into classrooms or theaters to meet with the men and tell them what assignments are available to their group. The team usually interviews more than 1,300 men each week and, after the choices have been recorded, it returns to the office where the job of matching men to assignments is done.

By the end of the sixth week, the company has finished much of its weapons qualification and other POR (preparation for overseas assignment) training. The men have been through the infiltration course and have taken their CBR training. This information is then recorded on the Forms 20 as one of the bases for future assignment. In the seventh week, the completed records go to a battery of typists who prepare stencils for orders. During the course of a

year they type more than 13,000 separate stencils for orders which have transferred men to every spot in the world, from Berlin to Seoul. These orders are reproduced on a group of mimeograph machines consuming half a million sheets of paper in a month.

When orders are finally cut for the company ending basic training, its Forms 20, along with copies of the orders, are sent to the adjutant general's POR board, and the preparation for onward movement of individual replacements begins. Most training companies leave Fort Dix on Saturday and are processed through the POR board the day before. Therefore, on Friday of that final week, early in the morning, buses take the trainees from the company area to the board. On some Fridays as many as 600 men are processed through its two reconverted wooden barracks buildings. Processing means that each individual's records are checked to insure completeness, and that the men are ready to leave Fort Dix. After the soldiers leave, it is AG's responsibility to mail their records to camps and ports of embarkation.

**W**HERE classification and assignment the only activities through which the adjutant general came in touch with trainees, the contact would be extensive enough, but more is involved.

For the men whose test scores indicate they are eligible for application to officer candidate schools, personal contact with AG comes early. During their first week, the new soldiers are called aside and told of an OCS orientation where they may learn about the program. When they gather in one of the regimental classrooms, a young infantry officer assigned to the adjutant general's office takes the platform to discuss OCS. Then they ask questions—all kinds of questions.

Although the trainees are encouraged to make a statement of intent at that time, they are given an opportunity to think things over. Four weeks later, those still interested meet with the lieutenant again. This time they must make the big decision—their last opportunity to apply while in trainee status. The adjutant general takes steps to insure the assignment to advanced individual training in their chosen branch of service of those who apply for OCS. Last year some 600 men were processed for application; 250 were accepted.

During 1954, some 1,900 special discharge cases (hardship, minority, fraudulent entry, unfitness, and erroneous induction were among the bases for discharge) were handled by AG. While it is concerned with "permanent party," too, the discharge unit must gear itself to the special problems of the training division. Almost half of the cases involved trainees, and the largest percentage of them received hardship and unfitness releases from the service. In the course of a year, these cases require almost 25,000 pieces of correspondence.

**N**OT all functions of the adjutant general have so decisive a role in the lives of trainees, but others play a none the less important part. As soon as a training company's mail clerk gets the orders which assign some 200 new soldiers to his unit, he makes three copies of the Army's familiar locator cards for each man. One is kept in the company, one goes to his regimental mail room, and the other to AG.

The AG's copy is sent to the central postal director

where similar cards are maintained on every man assigned to the post within a six-month period. There, in a duty that keeps men on the job twenty-four hours a day for seven days each week, a record of the current mail address for each Fort Dix soldier is filed. Every day, about 250 telephone calls, and half as much mail, reach the directory (better known as the AG post locator), requesting the whereabouts of men supposedly at Fort Dix. They come from all sources, on and off the post. No company is without the few men who never write home, so, parents call; creditors call; old friends call. And every so often a less easily categorized request for information comes into the locator office.

For instance, a few weeks ago a letter came to the locator from a Virginia gentleman who wanted to know if the locator could give him any information on the background and character of a Fort Dix soldier who had been dating his daughter. The father was wondering about the kind of son-in-law material the soldier would make. For a number of reasons, the locators did not feel that such a function was required of them.

The handling and routing of mail takes the greatest amount of time as the locator works in close liaison with the United States post office at Fort Dix. Six hundred thousand pieces of such mail came in and had to be processed last year. At least ten per cent were addressed with only a soldier's name, followed by the words, "Fort Dix, N. J."—no other identification. Nevertheless, they were usually delivered to the right person. Because there is such a constant turnover of personnel at Fort Dix, a special crew works nightly at the locator, checking transfer orders to be sure that a new address is placed on the card of each man leaving the post.

**W**HERE else does the long arm of the adjutant general make contact with the thousands of men who march in and out of the life of Fort Dix each month? The same section which received requests from the German nephew and the Massachusetts farmer gets some forty letters each week. Most of them, though, are about trainees and not pigeons. The majority come from parents and members of Congress who seek information on the health, welfare, and especially on the future of men assigned to Fort Dix. Last year, 2,000 such letters were received. Since several replies are almost always required in each case, there were more than 10,000 letters sent out in response.

The trainee who suffers an injury which might make him ineligible for further military duty comes in touch with the adjutant general in a very vital way. The operation of the physical evaluation board here is the responsibility of the AG's office.

Sometimes there is greater tragedy—a man dies. Here, again, the adjutant general steps in as the post sergeant major supervises all details which accompany the death of civilian or military personnel assigned to Fort Dix. These include a teletyped report to The Adjutant General in Washington, the final forwarding of the individual's records, and the dispatching of messages and letters of sympathy to the next of kin. This latter correspondence is signed by the commanding general.

**W**HILE the all-enveloping spotlight of AG activity spends much of its time following the new faces which appear each day on Fort Dix's streets, exclusive attention is not

given to them. The older, more steady actors in the drama of training life are not neglected.

The unique and specialized character of the adjutant general's job in a training division does not end with the handling of trainees. Somehow, the transient nature of the division is stamped upon the more permanent party as well, and often it seems that they are in transit as much as the pipeline party. For instance, while there are now 12,000 permanent-party members, almost 10,000 of these came to Fort Dix last year alone. At the same time, an equal number left in the course of 1954. Result: an almost complete turnover.

On a smaller scale, the cadre classification and assignment activities find their counterpart in the AG's officer division. Last year, 1,000 officers reported to Fort Dix.

Final decision on the assignment of field-grade officers is made by G1, while AG assigns company-grade officers in accordance with the post strength situation. However, assignments are only a small part of the daily officer personnel work.

AG edits and routes all correspondence from lower echelons going to higher headquarters pertaining to officers. Each day more than 300 pieces of correspondence are processed; many are school applications from officers who wish to further their branch training. The section is also responsible for maintaining the personnel records of officers assigned to division headquarters, and to the headquarters of the 1262d SU, plus several attached units. One of the less popular jobs connected with officer work is the maintenance of duty rosters. These run from staff-duty officer to troop-train commander and courtesy patrol. Besides requisitioning officers, maintaining records, supervising personnel administration and similar functions, AG must also act as an officer POB board.

**A** SCENE that took place in the personnel office of one of the training regiments several weeks ago might help to illustrate more clearly the ubiquitous nature of the adjutant general's functions. Shortly after lunch, five men entered the office in the space of less than five minutes. The first to arrive were a short, grizzled sergeant first class and a trainee. It turned out that the noncom was the trainee's field first sergeant.

The sergeant said to the receptionist: "I want to go to Holland on my leave next month, and this kid here just



The AG processes all reenlistments. A master sergeant takes the oath as his wife and child look on.

All company-grade officers are assigned by the AG. A WAC major interviews a newly arrived officer



Incoming mail is first sorted at the Central Postal Directory



came from there. They told us both to come to personnel. What's the scoop?"

The corporal at the desk checked the names and said: "You both go up to the adjutant general's office. They'll take care of you."

He had hardly finished when a sergeant and a PFC carrying revolvers in side holsters walked into the office. As soon as the clerk saw the side arms he knew what they wanted. "You fellows will be picking up an AWOL from New York. Go down to AG with these men. You're all headed for the same place."

The four walked out of the door and the last man held it open as another trainee came in.

"I'm Private Trisyldorfer," he said. "I came about changing my name."

The clerk quickly wrote a buck slip and said: "Hurry and catch those guys who just left. You'll be going to the same place at the adjutant general's office."

The five men ended up in the personnel actions unit. There, the SFC's leave request was reviewed and his name checked against a central clearance file to make sure there was no action pending which would preclude his leaving the post. Then the papers were forwarded to army headquarters with a recommendation for final approval.

The youngster who had just come from a foreign country was called because the adjutant general had been notified by the Department of the Army that the trainee was an alien. As such he could not be transferred until cleared by the Department of Justice's Immigration and Naturalization Service. An interview with Immigration and Naturalization was arranged for the soldier, and he was held from orders until the Department had finished its check.

The arms-carrying sergeant and PFC came to AG because it is the central dispatching point for guards who pick up detained absentees assigned to Fort Dix.

In the case of Private Trisyldorfer, he presented the copy of the court order giving him a new name, and the adjutant general had orders issued directing that the name be changed on all the soldier's official Army records. He is now Private Tridorf.

ONE of the busiest aspects of the adjutant general's work concerns morning reports. Between 0900 and 1100 hours of each working day, the morning reports from every unit flow into the AG. The figures, remarks, and signatures are checked, and by 1300 they are ready for dispatch to the 9th Machine Records Unit at Camp Kilmer, New Jersey. Last year more than 70,000 morning reports were processed.

Each of the thirty-five major units on the post also sends to AG a consolidated strength report, giving the number of men assigned to it and the number of men present and absent. By 1400 hours the next day these figures have been checked, consolidated again (with the aid of two accounting machines), and placed on a stencil for mimeographing.

Then there is the Fort Dix elementary school. The 900 children who attend the modern, red-brick, one-story building are all dependents of permanent-party members. The adjutant general acts primarily as a liaison agent between the military and civilian authorities concerned with the school. This involves everything from helping to arrange for the most convenient school bus routes to hearing complaints from parents about some especially aggressive youngster who happens to be the current class terror.

Who are the trouble shooters? They are four enlisted

men and a warrant officer known as the Personnel Records Audit Team. Their main job is to help the unit personnel offices maintain permanent-party records in accordance with current regulations. In the performance of this job, the team forms one of the most effective means for the adjutant general to keep his fingers on the administrative pulse of the division.

Not long ago, a sampling of enlisted men was asked to list those adjutant general functions they knew about. They missed many of them, but never missed separations (officially known as transfer and reenlistment). They knew about separations, and understandably so. Of the 10,000 persons who left the post in 1954, some 6,000 went by way of separations, either through discharge or transfer to a Reserve unit.

NOT all the separates walk away after the processing is over. For some of them—approximately 850 last year—there is a fourth day. It is reenlistment day, and they begin a new hitch. Most of the adjutant general's recruiting efforts are directed toward having the permanent-party men return for that fourth day. This is predicated on the idea that it is this experienced group which can be of greatest service to the post and the Army as reenlistees.

A three-winged, E-shaped structure, located about a mile from the closest training regiment, is the home of one of the AG's busiest activities. Here, all the forms and military publications for the division and its station complement are received, stored, and issued. On 15,000 square feet of floor space are stored copies of almost all the regulations, manuals, and forms used at Fort Dix. At last count, there were more than 22,000 separate items amounting to a total of over five million pieces of material. They include everything from a technical manual on the care of tractors to a handbook of instructions for setting up an Army stage show.

Another wing of the building houses the records-holding area. The retired records (mostly in the form of correspondence taken from filing-cabinet drawers) of the entire post are sent to the warehouse at the end of each calendar year. Every set of records is analyzed to determine whether it is permanent or temporary, and proper disposal is made. Now, some 300 foot lockers with well over 1,000 linear feet of typed paper, fill the records-holding area.

A good part of the retired records that go to the holding area come from the AG and other staff sections through the central filing system administered by the adjutant general. Copies of all material going out, and much of that coming in, are kept in the files. The average monthly filing load is about 30,000 items. Eighty filing drawers, holding some 210 linear feet, are used in the operation. At the end of last year, all but two feet of this space was bulging with material.

A FEW months ago an executive of a large commercial insurance firm visited Fort Dix. When he heard the story of the complex and multifarious management problems of the adjutant general, he said, "A man with equal responsibility in civilian life would earn fifty thousand dollars a year."

So, whether you measure it in terms of pigeons or paper, trainees or typewriters (or even thousands of dollars), there is something about the job of an adjutant general in a training division that gives it a special, highly geared character of its own.

## 8

# This Concerns You

**An Officer with an AAA Group Command reports on its problems**

DEAR BOB:

It's been six months since I wrote you a critique of the 18th AAA Group. Since that time we have tested some ideas designed to improve tactical efficiency and morale. There has been little change in either the operational requirements or personnel problems of the group.

We still have a shortage of officers—in fact, it's become somewhat worse since I joined the group, but we've made commendable progress during the past six months. The reenlistment rate for Regular Army enlisted men has tripled over last year, and quintupled for AUS EM. The number of category renewals far exceeds the number of refusals to renew, and the courts-martial rate has been reduced by sixty per cent.

The most important lesson that I've relearned is that there is no substitute for enthusiastic and intelligent leadership. Officers and men respond to a degree which is most encouraging and gratifying. Intelligence and common sense are applied to daily problems, making it possible to do far more with fewer men in a shorter time. Officers and men respond enthusiastically when they see that their work is important, necessary, and recognized. The canard that the American lad is a mama's boy, without ambition, spirit, or guts, is plain hogwash. Only those who cannot see and those who have been too long, or too many echelons, away from the troops can believe that.

It's a young Army with vitality, enthusiasm, a desire to excel, and all-around competence. Crime is practically non-existent. I have not had a felony in the past six months. But, brother, what I don't have in the way of boy-girl problems! Hardly a week goes by that I don't have to find a solution to a problem that Dorothy Dix is more qualified to solve. (As time goes by, more and more such problems are being taken up directly with the CO.)

CMD must provide tactical units with enthusiastic, aggressive, and imaginative leaders. An on-site AAA unit is no place for the stodgy, formal, or go-by-the-book officer. The group commander must have well-developed "bird dog" instincts. I'm convinced that there is no problem which cannot be improved, if not overcome, by proper leadership. Your AAA troop officer should be energetic, healthy, extroverted, and optimistic. He will enjoy his job, have a unique experience, and develop into a topnotch officer—or else! It is amazing to see what changes occur in a new officer when he is given the responsibility of a command and encouraged to think for himself.

A COMMANDER of an AA defense can no longer stick to his military knitting, hold an occasional parade, give out with an occasional grunt at a Legion ceremony on the Fourth of July, and think his duty is done. In the Pittsburgh AA defense, for example, he chairs the Red Cross campaign committee of federal employees and is asked to assist in other similar civic functions. He gives the invocation at the flag ceremony of the Sons of the American Revolution, he explains to contractors and labor leaders why there must be no delay in construction of Nike sites, and he talks to and gets the enthusiastic support of the Lions, the Elks, the Rotary, the Shriners, the Kiwanis, men's clubs, the YMCA, the USO, and other community groups.

The AA defense commander's constantly expected to inform civilian groups on almost any military subject. The 18th AAA Group provides an average of four public speakers each week—the CO takes the most important assignments and farms out the others to battalion commanders and qualified members of his staff. They tell Pittsburgh residents that:

- The group is part of the Army and is protecting the city against atomic attack from the air.

- The group is using radar and guns, and is building Nike sites.

- The group costs Uncle Sam ten million dollars a year, but it is well worth it.

- The soldiers who wear the AAA patch deserve the support of every citizen.

I am convinced that the AAA defense commander in a metropolitan area should be a sophisticated officer, preferably a graduate of a service war college with General Staff experience, a detailed knowledge of the Army, and a broad perspective on the problems of the Department of Defense.

AS the Army's "ambassador" to the city, he should be given sufficient manpower and funds, and enough time on the job to get to know the city and its top people. He will have a dozen small posts around the city, and each post is a window through which the civilians see the Army. The city expects the CO to maintain cordial military-civil relations; it will judge the Army by whether the CO can solve amicably the numerous problems which arise when thousands of soldiers are bivouacked in the metropolitan area.

A less-than-top-flight man in the CO slot may confirm the prejudices of a million persons, prejudices which say the Army has a rigid and militaristic mentality; is inefficient, pompous, and stuffy in the Colonel Blimp tradition; has extravagant habits and loose morals; and is a menace to decent communities. But a top-flight officer can erase these prejudices with facts. The Army today has a golden opportunity to show millions of Americans the essential worth, integrity, and value of the soldier in a community.

This tour of duty with troops will come to an end all too soon. I hope my next assignment will be equally rewarding.

Sincerely,  
BILL



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Fairchild J-44 wing-tip thrust assist power proved highly successful during extensive evaluation flights on a Fairchild C-123B assault transport.

"where the future is measured in light-years"

**F**EW Americans could long stomach the turgid propaganda with which the Soviet masters lard the political and party news that appears in Red Star along with such military information as the Ministry of Defense will permit to be published in its official daily newspaper. A sample of the political propaganda that appears in it is translated on the opposite page. The description of the military content of Red Star which appears on this page is drawn from a report made for the

American Committee for Liberation from Bolshevism by a specialist on Soviet affairs. All issues of Red Star between 1 February and 9 March of this year were intensively studied by this specialist. THE JOURNAL is indebted to the American Committee for Liberation from Bolshevism for this report. Its chairman is Mr. Howland Sergeant, a former Assistant Secretary of State. Its principal activity is the operation of Radio Liberation which aims broadcasts into Iron Curtain countries.

## INSIDE RED STAR

What Soviet soldiers read in their official newspaper

**R**ECOGNIZE yourself in this quote? "The Army of American imperialism is the most reactionary, gangster force of all the imperialistic armies. The military clique of the United States prepares its armed forces for aggressive wars. This is illustrated by the warmongering, cannibalistic speeches of Admiral Radford, Gruenthal, Stevenson and other wild propagandists of an atomic war."

As any boy of five might guess, this tribute to the U.S. Army is Soviet-inspired. This particular quotation is from *Krasnaya Zvezda* (*Red Star*), an official daily newspaper published by the Soviet Ministry of Defense. But, unlike such general Soviet papers as *Pravda* and *Izvestia*, *Red Star* publishes more than political propaganda and the Communist version of the news. Its pages also contain a good number of articles and comment on purely military problems.

Most of this material is written by officers, the majority of them colonels,

although there are articles by lieutenants, captains, and majors, and some important pieces of Army-wide interest bear the by-lines of generals.

Many of the articles are of the "travelog" type. A "typical" officer is singled out and followed during an assignment. Others deal with specific problems. Recently *Red Star* has been emphasizing night operations. For example, during February 1955 articles on this subject appeared under these titles: "An Attack at Night," "Train the Troops for Sudden Night Action," "Reconnaissance at Night," "Tank Battalion in Night Battle," "Battery in Action at Night," "Teach the Troops Night Action," "Night Maneuvers in the Mountains."

*Red Star* lays considerable stress on problems of morale and leadership. In "Military Traditions—an Important Device in Education of the Soviet Soldiers," a Colonel Kucherov urged that traditions be stressed, with special emphasis on unit histories. Plenty of pomp

and circumstance were recommended.

*Red Star* is always eager to point out the differences between the Soviet Army and "capitalist" armies. On 27 February in "The One That Earned Glory in Battle," N. Gribachev (no rank given) explained that, while the bourgeois soldier is an enemy of the people, plundering foreign countries and keeping his own in slavery, the Soviet soldier is a liberator of nations, who never holds a grudge against his former enemies. In support of this thesis, the author remarked that Russian soldiers helped evacuate civilians during a recent flood in Germany. In order not to impugn the author's honesty, we'll have to assume that he was not aware that American troops had done the same thing, in one instance working shoulder to shoulder with Soviet soldiers, as was shown in a photograph that appeared in *The New York Times*.

*Red Star* has been conducting a cam-  
*(Continued on page 36)*



## INSIDE RED STAR

(Continued from page 34)

paign to strengthen the prestige and powers of the individual commander. One-man rule is demanded for junior and field-grade officers, but not for the highest-ranking positions, where the emphasis presumably is on "collective leadership."

The problem of command is complicated for Communist military men by that pleasant institution, the political officer. In "For Energetic Organizing Work of Political Organs in the Army," Lt. Gen. N. Osin said that *politruks* (political officers) can themselves strengthen the authority of commanders:

It is necessary to do everything possible to ensure active organizing work of every political organ in the army, to make it contribute to efficiency and purposefulness of the entire army apparatus, and to strengthen the principle of one-man command as the most important condition of further strengthening of our armed forces' might. So as to make the work of the political organs purposeful, it is necessary to improve their supervision by

the one-man commanders. This will make political work among the masses more meaningful, and will direct the efforts of the personnel to struggle for new successes in military and political training, to increase the battle readiness of the armed forces.

The scheme seems to be to keep the less popular *politruks* in the background and to enhance the professional commander.

**A**NOTHER deep concern of *Red Star* is the "softness" of the armed forces. Time and again, the publication deplores the lowering of standards and the lack of really "tough" training. Thanks to Soviet liking for impressive-sounding phrases, a listing of the few of the titles will give a good idea of what these articles are about: "For Perfection of Combat Readiness of Tank Detachments," "Train the Troops under Difficult Conditions," "Improve Preparedness of Auxiliary Troops," and "Maneuvers are the Battle School for Commanders." These titles appeared during February 1955. The last, an

editorial, reminds officers that the Soviet Army will fight its real battle against "a strong, technically well-equipped enemy," that maneuvers should be conducted under as difficult conditions as possible, and that officers should forget that maneuvers are just a "game" and should behave with all the seriousness appropriate to real warfare.

Realism was also the subject of Maj. Gen. P. Dyakov's "Against Taking it Easy in Military Training." General Dyakov condemned commanders who goof off, skip certain precautions, oversimplify problems, lower demands, and provide the soldiers with "hothouse" conditions. In "To Improve Training of Junior Specialists of Supply" two civilian writers complained that Army cooks and shoemakers worked as if they were civilians, and took no part in training. In an issue a few days later, in "Perfect the Methods of Directing Military Training," a Lt. Col. Smolin renewed the cry for more realistic maneuvers and deplored the preference for giving training in the classroom rather than in the field. There then appeared an editorial, "Military Academy Should be an Example in Observance of Discipline and SOP," which

course of a few weeks and had driven British troops into the sea at Dunkerque. By the summer of 1941 almost all Europe was under the domination of Hitlerite Germany and at the service of its war machine. It seemed to the Hitlerites that they were close to the achievement of their ardent goal—the conquest of world domination. And it seemed that this domination would be achieved after a drive to the East.

But only miserable remnants of the Hitlerite troops returned from the East. The plans of the Hitlerites and the hopes of their patrons collapsed. The great socialist state founded by V. I. Lenin not only withstood, but destroyed the strong, experienced and fabulously armed enemy. The Fascist army, reared in a misanthropic ideology, suffered complete defeat on encountering the armed forces of the country of socialism, which were fighting for a just cause—for the honor, freedom and independence of their Motherland and for the liberation of the peoples of Europe from Fascist slavery.

We triumphed.

The path of the Soviet peoples to this world-historic victory was grim and majestic. When these most decisive battles

in the history of all times and peoples were raging, the whole world held its breath and watched them. The common people of the whole world saw and understood that not only the fate of the USSR but the fate of all humanity was being decided on the Soviet-German front.

The main and decisive role in the victory over Hitlerite Germany and her satellites was played by the Soviet people and their magnificent army, who bore on their shoulders the basic burden of the war against the German-Fascist usurpers. Under the leadership of their glorious commanders the Soviet troops triumphed in many outstanding victories of which our people are justly proud. Each of these victories is the result of the courage, bravery, and unexampled heroism of the warriors of our magnificent army and navy, and also of the heroic efforts of the workers in the rear areas.

\* \* \*

The historic victory of the Soviet Union in the Great Fatherland War signified the victory of the Soviet social and state structure and the victory of the armed forces of the USSR. The people gained this great victory under the lead-

ership of the heroic Communist Party. Thanks to the wise and far-sighted policy of the Communist party, at the time of the invasion our country had at its disposal sufficient material capacities for the conduct of war and first of all a highly developed heavy industry, the basis of the power of the Soviet state and its armed forces.

During the war years, the Communist Party, headed by the great continuer of the cause of Lenin, J. V. Stalin, stood forth as the inspirer and military leader of the Soviet people and its armed forces. It united and directed all the efforts of the Soviet people toward the destruction of the enemy. During the course of the war the Party strengthened even further the union of the working class and the Kolkhoz peasantry, the friendship among the peoples of the USSR, and the indestructible moral-political unity of the whole of Soviet society.

Basing itself on the growing economic and political strength of our state, the Soviet Government continuously pursues a policy of peace and friendship among peoples. On the other hand, the reactionary circles of imperialist states oppose

voiced similar grievances in the training of cadets.

The pages of *Red Star* indicate that the Soviet soldier isn't averse to engaging in private enterprise in his own behalf, even unethically. One article condemned military writers who plagiarize old works over and over again to make a fast ruble. Hints of waste and corruption of public funds also appear. One writer accused the construction company operated by a military district of wasting funds, and a military farm of overcharging the army for milk and potatoes.

**H**Igh army leadership is criticized in *Red Star* for aloofness and a tendency toward impersonal command. One editorial chastised instructors at the Military Academy for not having any personal contact with the cadets and for believing that their only duty is to give lectures. In a letter from a reader that appeared under the title "Once Again About Rest and Entertainment for Officers," generals were accused of showing up at the officers' club only for movies and concerts, or to deliver a "sermon." The reader went on to lament that his garrison was isolated from civilization, that no artists ever

bothered to come there, and that his only contact with the world was the radio. The editors agreed with this reader, and added that it is harmful for the high-ranking officers to have little interest in the lives of junior officers. They pooh-poohed the fear of some commanders that informal parties would encourage drinking. They asserted that they would actually reduce drinking, since "the few" officers who are drunkards do their drinking alone.

**A**N article by a Lt. Col. S. Dashkov airs another interesting grievance. Colonel Dashkov says that his officers' club has become a kind of schoolhouse where everyone studies something or else rehearses with the band. He wants the club to be a place where officers can get together with their friends and families to celebrate a birthday, a promotion, or a wedding.

*Red Star's* intense concern with political education of soldiers suggests that this is an area of trouble. Complaints are indignant and frequent. In "Struggle for High Degree of Combat Readiness of Flyers," a Lt. Col. Verbinsky says that many Party members play hookey from courses in ideology and fail to do the required read-

ing. A Navy officer, begging "For a More Profound Study and Skillful Generalization of Experience in Party Work," writes that political officers use foggy generalizations and fail to point out the difficulties that must be overcome in political work with sailors. A General Osin states that political work should be on as high a level as military training, while a Colonel Parshin asks for closer contact between political officers and individual soldiers. In "On Stale Books," the same officer attacks the Military Publishing House (*Voenizdat*) for putting out many books that no one needs.

In addition to these military articles and editorials, *Red Star* prints news about sports, films, and plays, and carries articles on the progress of Soviet economy, foreign news as reported by the news agency TASS, pronouncements by Soviet leaders, and other standard items of the Communist daily press. From the items with a military slant, it is pretty clear that, far from being the supermen that some Westerners make them out to be, the Soviet military forces face deep and troublesome problems which are greatly complicated by the peculiar requirements of Communist political doctrine.

to the peace-loving foreign policy of the Soviet state and the countries of peoples' democracies a policy of the preparation and unleashing of a new war. Not reckoning with the will and aspirations of the people, who are thirsting for a firm and lasting peace, the ruling circles of the USA, England, and other countries are feverishly building military knocked-together blocs and groups directed against the Soviet Union and the countries of peoples' democracies and against great China. They are also creating a revengeful army in Western Germany. All this cannot but intensify the danger of a new war.

In preparing for a new war, the modern imperialist aggressors, just like their Hitlerite predecessors, attach great significance to the suddenness of attack. The experience of the Second World War demonstrated convincingly that rapidity of attack can provide an adversary with great advantages. In the present circumstances, with the existence of such powerful weapons of warfare as high-speed aviation, jet technology, and atomic weapons, the role of surprise in warfare has increased. This must be reckoned with. Not the slightest trace of heedlessness

may be permitted in this matter. It is necessary to be vigilant and always on guard!

Soviet people are confident of their strength, of the strength of the Soviet state and its army, and of the strength of the whole powerful camp of socialism and democracy. Should imperialist aggression against the countries of the socialist camp become a fact, the Soviet people and its army together with the peoples and armies of peoples' democratic states and with the sympathy and support of the millions of working people throughout the world will do everything necessary to see that the aggressor is completely devastated.

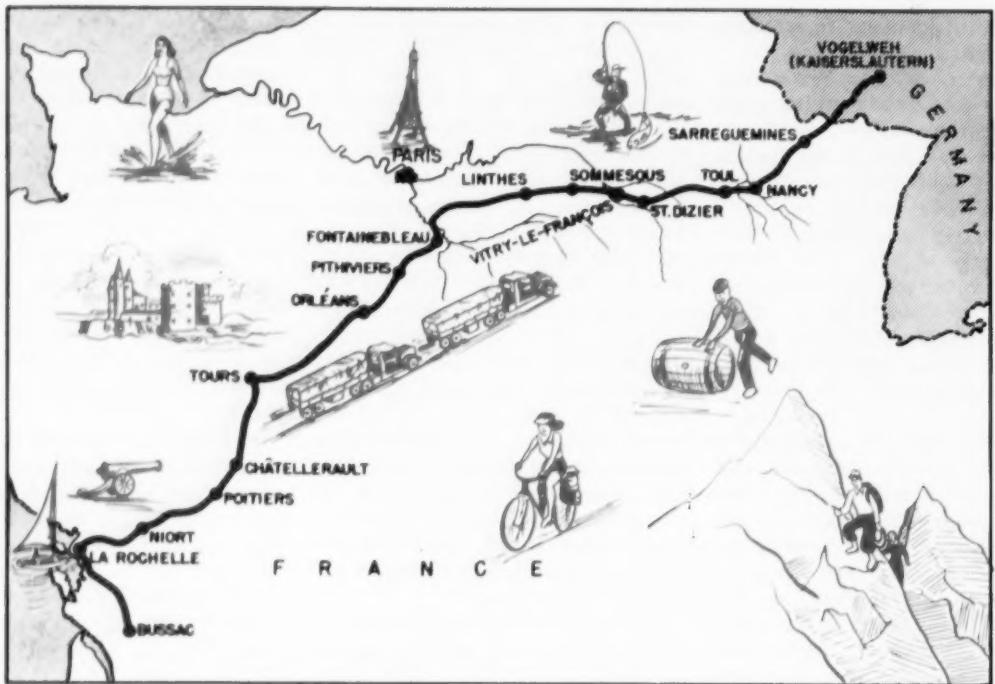
While directing the efforts of the Soviet people toward the solution of tasks of economic and cultural construction, the Communist Party continuously concerns itself with the further strengthening of the Soviet Army and Navy. Thanks to the concern of the Communist Party and the Soviet Government, the armed forces of the USSR are equipped with all types of modern military technology and weapons. The Soviet Army and Navy are prepared to accomplish any assignment of the Communist Party

and the Soviet Government in maintaining the sound security of our Motherland.

Ten years have passed since the day of our victory over Hitlerite Germany. Not a long period of time, it would seem. There are times, however, when the movement of history speeds up unusually and events of world-shaking importance follow each other one after another. The birth of the countries of peoples' democracies, the emergence on the world scene of the magnificent Chinese Peoples' Republic, the formation of the great camp of peace and democracy, the powerful advance of the wide masses of Asia and Africa against colonialism, and, finally and, happily for all friends of peace and democracy, the further strengthening of the power of the Soviet Union—such are the historical results of the past decade.

Yes, these ten years have not passed in vain for progressive humanity.

And today, while returning in thought to the celebrated date—May 9, 1945—the Day of Victory over Hitlerite Germany, the Soviet people, immeasurably more powerful than ever before, look calmly and confidently forward to the future.



## The Red Ball Rolls Again

*... across France and into Germany. The big hazard today is not the Luftwaffe or the Wehrmacht, but French babes on bicycles*

**MAJOR JAMES A. HUSTON**

A DECADE after the liberation of France, the Red Ball Express was revived. But this reconstituted system of long-distance motor transportation bears little resemblance to its wartime predecessor. Logistics officers now have been able to put into operation a system of the kind they could only wish for in 1944. Organized late in 1952 for the purpose of providing the thread of a supply line which could be expanded rapidly in case of war, today's Red Ball Express is carrying only a token percentage of the goods being delivered to American forces in Europe.

After the organization of the new U.S. Communications Zone in France, transportation officers began to make specific plans for a revived Red Ball Express. By early 1952 thinking had "jelled" sufficiently to include these recommendations:

- That provision be made for the use of semitrailers, so that a shuttle system could be made the basis for the whole operation;
- That selected two-way routes be substituted for the one-way loop system in order to simplify control and

equalize going and return travel distances;

- That trailer transfer points and bivouac areas be so located as to allow drivers to return to their own units in a day or two for rest and maintenance work on their vehicles;
- That centralized control over the whole system be vested in a single headquarters, regardless of the territorial boundaries of Communications Zone sections.

These changes were put into practice when the revived Express went into operation across France in November 1952. In the new system, control over the whole operation is vested in the 9th Highway Transportation Group, with headquarters at Orléans. The 9th Group is the highway transportation arm for the entire Communications Zone.

EQUIPPED with truck tractor-semitrailer combinations, the new service is based on a trailer transfer system about which the original Red Ball Express transportation officers could only dream. Under this plan the truck tractors remain with assigned drivers and

never are more than two days away from their home stations, while the trailers, transferred from one tractor to another, go the full distance. The operation is comparable to the handling of freight cars on railroads. Trailers are loaded and pulled to a marshalling yard where convoys are made up. Then they are moved in convoy a single day's journey to a trailer transfer point where they are picked up by other tractors for the next leg of the trip. The first drivers then pick up trailers headed in the opposite direction and return to their original stations. The cycle is then begun all over again.

This method saves time, permits the transportation-company commander to maintain much closer supervision over his men, and provides better maintenance and servicing of vehicles. The close supervision and checking by the central headquarters, including complete records on all vehicle movements, make the diversion of trucks and cargoes from intended destination a most unlikely prospect.

A big schematic diagram on the wall of the operations room at 9th Group headquarters indicates the layout of the system. Convoys carrying supplies from the west coast of France are usually made up at Bussac or at La Rochelle, and the trailers moved by way of transfer points at Orléans and Toul. Toul is the transfer point for trailers bound to or from Germany. Bussac,

Orléans, and Toul also provide highway transportation services to Army and Air Force installations throughout France. On the chart small cutouts are tacked to show the number of trucks, and their loads, which actually are out on each leg of the route at a particular time.

At group headquarters a traffic coordinator keeps close watch over all movements. On the basis of reports received daily from transfer points or marshalling yards, a card-locator file is posted to reflect each incoming and outgoing trailer load. The cards constitute a permanent record which can be used to trace any cargo which has failed to arrive at its destination.

Here also, coordination is maintained with the French authorities and road clearances obtained for all movements. This allows police officials to anticipate where traffic-control measures will be needed.

**T**HE vehicles used for the new Red Ball Express are 5-ton 6x6 trucks with 12-ton stake-and-platform semi-trailers. Although lighter 4x2 equipment might be used more successfully, these are standard military items which truck units are issued. The M52 tractor-trucks have six-cylinder engines which develop 195 horsepower at 2,800 rpm. Their rated fifth-wheel capacity is 25,000 pounds on the highways, while their allowable gross combination weight is 67,813

Mission of the Red Ball Express is training and efficient support of U. S. forces on duty in Germany





**Transportation Corps mechanics tune up  
the 5-ton truck-tractors between runs**

pounds for highway hauling. The crankcase carries 18 quarts of oil, and the twin gasoline tanks have a combined capacity of 110 gallons. One can expect to get about three miles to the gallon of gasoline in ordinary highway use. The cost of the tractor truck is about \$12,000. Adding \$4,000 as the price of the trailer, each driver starting out on a run is operating a piece of equipment worth about \$16,000 exclusive of the value of the load he is hauling.

#### **La Rochelle to Orléans**

Probably the best way to see just how the new Red Ball Express operates is to follow a particular trailer all the way from the French coast, across France, and to its destination in Germany. For our purposes, we pick up the trailer designated C-51, scheduled to leave La Rochelle on Monday.

Down at Bussac on Friday, Corporal Winfred W. Haskins, a driver in the 78th Transportation Medium Truck Company, is looking forward to celebrating his birthday. Private Carl D. Caldwell is making plans for spending the weekend in Bordeaux. Private First Class Denis Kohles is not making plans. He is waiting to see what turns up. A call from the sergeant sets new plans for all three. They are to get their tractors ready, pick up a trailer each to pull to La Rochelle, and at La Rochelle are to pick up loaded trailers for a run to Orléans.

"It never fails," sighs PFC Kohles. "That's why I don't make plans."

Other activity is being set in motion at La Rochelle. At the Consolidated Delivery Service warehouse a French clerk, Henri Machefaux, prepares documents

—waybills and manifests—for the shipment. This is the center where shipments of less-than-carload lots are brought together and held until enough goods have been assembled for a specific destination to make up a full trailer load.

The task of getting the loads ready falls to Sergeant George Ratliff. Ratliff runs the trailer marshalling yard near the warehouse. He keeps a record of all trailers coming into or leaving the center and sees that they load and move on time. When the three drivers from Bussac arrive on Saturday, he shows them where to park their trailers, and spots the loaded ones which are to be picked up for the Monday morning trip. Corporal Haskins hooks up his tractor to the C-51. It is carrying 174 pieces of miscellaneous freight weighing 18,204 pounds and destined for Vogelweh, Germany. After satisfying himself that the load checks, Haskins signs and receives his copies of the waybill.

On Monday, Sergeant Ratliff is up before dawn. He sees that the three drivers are up early too. They have a good breakfast of bacon and eggs, pick up box lunches and get ready to take off. At 0620 hours the three-truck convoy pulls out of the gate at Laleu and onto the narrow blacktop highway. None of these men has had an accident—and driving in France for a year or more without an accident is said to be quite an achievement.

Soon the drivers are settled into the routine. The engine roar is loud and the bouncing of the trucks on their heavy-duty tires seems to lengthen each mile. But it is beautiful country and a new experience no matter how many times you drive it.

At 0810 the convoy passes through Niort, and half an hour later stops along the roadside for a ten-minute



To create interest in skillful, safe driving, Red Ball transportation outfits compete for honors at truck rodeos

Tires get hard use and are constantly checked by drivers and mechanics



break. The drivers lose no time in sampling their lunches while making quick checks of trailer couplings and tires. Then, back on the road, the trucks roll northward and eastward, across battlefields where the Black Prince defeated King John of France in 1356. Arriving at the outskirts of Poitiers at 1040, the convoy makes its way up the Caserne Aboville, overlooking the city. Here the trucks stop for gasoline at the U.S. Army post which now occupies the Caserne. A half-hour stop here gives the drivers an opportunity to grab a Coke.

Out on the road again, another three-truck Express convoy falls in behind ours; it had left Bussac about the same time our convoy left La Rochelle.

We pass through Châtellerault at 1230 and then stop along the road just outside the big Ingrande Quarter master Depot for lunch. Corporal Haskins finds that his accelerator pedal is sticking, and pulls into the depot to see if he can get it fixed. It is given a couple of shots of oil, and he decides to go on with it. At 1330 the convoy is under way again. It rumbles on, along the road which follows the route by which the Moors advanced in 732 until stopped by Charles Martel, to Tours, where it arrives at 1510.

FROM Tours the convoy goes up the picturesque valley of the Loire—through the celebrated château country. Interrupted only by a ten-minute break along the river in the afternoon, the convoy moves steadily onward. Now the trucks are on the same route that columns of General Patton's Third Army followed in the race across France in the summer of 1944. The heavy trucks, rumbling through the narrow streets of medieval towns, double-clutching up the slopes, and keeping up a steady hum on open highways, awaken in French citizens the nostalgia of liberation days. Veteran soldiers feel a strange, vague sensation of having been through all this before; newcomers to France wonder, vaguely, what is the purpose of all this effort.

At 1845 the convoy enters Orléans. Fifteen minutes



Hard schedules sometimes mean warmed-over chow in a deserted mess hall late at night

After a long run, a driver can whip through a fresh copy of *Stars & Stripes* before getting in his bunk fatigue



Later our convoy arrives at the marshalling yard at the suburb of Seran. The trucks from Bussac come on immediately behind. It is the end of a day's run of 220 miles.

#### Orléans to Toul

There is a flurry of activity in the marshalling yard of the 655th Transportation Medium Truck Company. Corporal Robert F. Kafka and a detachment of mechanics check the lights, tires, and general condition of each trailer. Then Kafka directs the parking of the trailers in the already crowded lot. The convoy arriving from Bussac is also checked, and another coming in from Toul, going in the opposite direction. Four tires have to be changed on the trailers.

Corporal William N. Barbuto takes care of the necessary paperwork in the little shed which serves as operations room. He makes an entry for each trailer in his card file, then turns to the typewriter and makes a record on the report to go to group headquarters in the morning. Next, Barbuto uses a grease pencil to note on an acetate wall chart the arrival of each trailer. He writes the trailer number, its point of origin, its destination, its load, and the unit which will take it out for the next leg of its journey. Thus, for trailer C-51 he writes: "La Rochelle," "Vogelweh," "Pipes and Misc," and "651st."

Of the three trailers arriving in our convoy from La Rochelle, two were consigned to Orléans, and so have reached their destinations. The other, our C-51, is scheduled to join other loaded trailers in the morning to go to Toul, the next leg of the trip to Germany. Three trailers going in the opposite direction await our drivers for the return trip to La Rochelle.

At a transient camp the drivers get food and rest, and swap trade talk like any group of professional truckers at an overnight bunking stop.

"We got hazards those Stateside truckers don't have to contend with."

"You mean cows?"

"Naw. Those babes on bicycles."

"They're a hazard, all right."

BY sunrise the tractors are hooking up to trailers and convoys are being formed. Corporal Kafka and Corporal Barbuto are back on the job, the one getting the convoys lined up, and the other checking the papers again. As the convoy for Toul is formed, our trailer C-51 moves into third place in the column.

At 0635 each truck leaves the yard. As it does so, Corporal Barbuto erases its number from his wall chart. Already he has obtained a receipt from the convoy commander for each trailer, and has passed on the manifests and waybills to each driver. The convoy commander, Sergeant First Class Henry A. Mallory, has told each driver to operate only on his left gasoline tank.

An hour later the convoy rolls through Pithivier, one of the many towns in this vicinity where people still recall with great enthusiasm their welcoming of units of General Patton's Third Army in 1944. By 0900 it passes through historic Fontainebleau, which now is the site of headquarters for Allied Forces, Central Europe. At 1005 it stops for a one-minute get-out-and-stretch break, and then goes on to Linthes for a gasoline stop at 1120.

The service station is a regular commercial station, one of many in France which have been authorized to furnish gasoline to U.S. military vehicles. It is on the



Coming in from a run, the driver washes off the grime of the road before heading for the mess hall

left side of the road, so situated that it is convenient to fill only the left tanks on the trucks—hence Sergeant Mallory's order to use only the left tank. On yesterday's trip to Orleans, the right tanks of these tractors were filled at this same station. Each truck takes about 160 liters (42 gallons) of gasoline, and the whole refueling process for the five trucks takes about thirty minutes. This gives the drivers time to eat their sack lunches.

The operator, M. A. Moreaux, is alert to opportunities for bringing American trade to his establishment. Indeed, he has spared no effort to make his station as attractive as any one would expect to find on a major highway in the United States. Although he speaks no English, evidently he has been well coached in American advertising, for he hands us a handbill he wants us to show Americans coming his way. It reads:

SERVICE STATION AT LINTHES, MARNE, ON PARIS-STRAßBOURG HIGHWAY IS ALWAYS HAPPY TO WELCOME ITS AMERICAN CLIENTELE  
WASHROOMS—TELEPHONE—ICED COCA COLA  
PERFECT SERVICE

AT 1240 the convoy passes through Sommesous—terminal point of the original Red Ball Express, and site of Camp Norfolk, one of the tent cities through

which troops were processed for return to the United States after VE-day in 1945. The second trailer in the column starts leaking light-green paint out the rear. Another driver notices it and gives a signal with his headlights which stops the convoy. Some of the men climb up and lift back the tarpaulin in order to see what has happened.

"This is a hell of a mess," one of them announces. "It's coming out of a carton way down on the bottom."

"Where is it going?" someone asks.

One of the men crawls down for a close look, and then reports, "Oh, hell, it's going to the Air Force."

"What would the Air Force want with green paint? I thought their color was sky blue."

A driver walking up from the rear offers his advice. "Hey, we're carrying ninety-two cartons of GI paper. Let's clean it up!"

Apparently a fork lift had punctured the carton in handling it. But only one can seems to be damaged. It is agreed that it's best to leave it alone until they reach their next station.

Continuing on to the east, now along a newly surfaced, smooth, black-top highway, through Vitry-le-François at 1325, through St. Dizier at 1410, and on until 1430 when the convoy halts for a ten-minute break. Another hour and a half brings the convoy to

Toul, on the big bend of the Moselle River, and at 1510 it arrives at the trailer transfer point of the 651st Transportation Medium Truck Company, east of that city. Today's trip has covered 236 miles.

### Toul to Vogelweh

The trucks pull up a short, dusty road to the operations room where the checker, Corporal Roy S. Tilden, tallies each trailer number, gets the driver's name, and picks up his papers.

Sergeant Clair Wilkinson, the truckmaster, checks off each truck for the report which will be telephoned to group headquarters at Orléans. While the trailers are pulled on down to be parked in the wire-enclosed yard, Sergeant Wilkinson brings up to date his operations report which shows all trailer commitments received from group. This forms the basis for transportation orders for the following day. Next, he makes up a dispatch sheet which gives a breakdown of individual assignments for tomorrow's run—which drivers and tractors are to go where with what trailers.

In making up the assignments of trucks and drivers, the truckmaster checks closely with the first sergeant of the company to find out what men are available. Actually there is no problem here in persuading drivers to take their turn. It is quite the reverse. Some of them take kitchen police duty on Sunday so they can drive during the week.

**A**CTIVITY is so heavy in the marshalling yard that a trailer C-51 gets sidetracked through Wednesday. On that day a convoy of the 83d Transportation Medium Truck Company arrives from Vogelweh, Germany, with twenty-one empty trailers. The tractors will pick up loaded trailers here for return to Germany.

Before turning in, Sergeant Wilkinson checks with Sergeant First Class Louis Linker, of the 83d Company, on the waybills and manifests for tomorrow's convoy. Some additional papers are required for the trip because it involves the crossing of international boundaries—a circumstance which would be of little consequence in wartime, but which now must be carefully regarded. First there must be a customs-clearance form for each cargo. In addition, a "triptique" is required. The triptique is a standard form used for vehicles crossing the frontiers belonging to the North Atlantic Treaty Organization. In this case they will be checked on crossing the French boundary to go into the territory of the Saar. These things done, Wilkinson heads for his bunk. But he can't sleep for the commotion down in the drivers' hut.

Some drivers are announcing the results of a battalion truck rodeo held at Etain that afternoon. They are noisily describing the serpentine, backing to dock, coupling the semitrailer, parallel parking, avoiding obstacles in diminishing clearance, and stopping on a line. Today the 651st Company won the competition for larger trucks. But conversation changes to heated argument as drivers ardently defend their outfits.

On Thursday morning, the Germany-bound trucks pull out and form a convoy. As each tractor-trailer comes into line, Wilkinson checks it off his chart. At 0735 Private Willard Faucett drives our trailer to its place in the column.

The convoy is held up while tires are changed on some of the trailers, and while discussion ensues about a split tarpaulin on one of the trailers. There is obviously keen rivalry—and even a little friction—between the companies. The 651st Company accuses the 83d of having required one of their drivers to change a tire in the rain while at Vogelweh. Now the 83d accuses the 651st of giving it trailers with bad tarps and tires.

**P**ossibly the principal weakness remaining in the modern Red Ball system is the maintenance of the trailers. Responsibility for the tractors is definite, and their maintenance work done under close supervision. But when trailers are transferred all over France and Germany, there frequently is a disposition to let them go to another unit rather than make repairs. Actually, this is relatively minor when compared with the importance of maintaining the powered vehicles.

At 0820 Lieutenant David F. Crumrine, the convoy commander, signs the receipts for the twenty-two trailers, picks up the shipping documents, and sets out in his jeep with Sergeant Linker. Shortly thereafter the convoy rolls out to the highway and turns east. Two trucks begin to straggle and the lieutenant circles back to bring them into proper positions. The convoy passes through Nancy half an hour late, is in Sarreguemines by 1100, and crosses the frontier into the territory of the Saar within the half hour. It arrives at its destination, Vogelweh, just outside Kaiserslautern, at 1600.

Facilities at Vogelweh are in great contrast to those at La Rochelle or Orléans or Toul. Where formerly there were crowded marshalling yards and makeshift encampments, there are now spacious, paved yards and permanent buildings which form part of a big military post. Marshalling-yard activities are controlled from an operations room set up in a trailer parked at one side of the yard.

**P**ROPERLY speaking, the Red Ball Express ends at the French border; it is a Communications Zone operation, separate from operations of U.S. forces in Germany. But actually the trailer transfer system is continued on through the areas of Germany where U.S. troops and depots are located.

Shipment by Red Ball Express is considerably faster than is shipment by other land means. The average time it takes a trailer to reach Germany from the French coast is from five to eight days. In emergencies, the job can be done in forty hours.

But the new Red Ball is not competing with anyone. It is not attempting to set any records. Its purpose is training. Its goal, efficiency. It is simply a nucleus, in being, for what could become a much bigger operation were the need to rise again.

# Bouncing Angel

A battalion combat team, consisting of the 2d Battalion, 188th Airborne Infantry and supporting 11th Airborne Division outfit, showed the Caribbean Command what a hard-hitting outfit it is when it parachuted into Exercise Barracuda I early in May.



# THE TRUE DETERRENT

Lieutenant Colonel M. L. Crosthwait

If World War III comes, will it be fought with nuclear weapons? Such an assumption appears in all our military thinking and studies. But as a matter of form, public utterances of our military leaders contain an escape clause observing that there is also the possibility that atomic and hydrogen weapons will not be used.

The policy of deterrence still has popular backing, but whether nuclear weapons will be used or not depends, or should depend, on political aims. At the moment our political aim appears to be the prevention of war. No public statement has been made on political aims in case of war. Presumably the doctrine of "unconditional surrender," which served so ill in World War II, would not be used again. Our aims would more likely be limited, in the sense that they would be more readily acceptable to the Russian people, when the full impact of war was brought home to them, than to the Soviet Government. Whatever our aims, it seems that they are to be achieved by the destruction of the Communist's means (and hence his will) to resist, by the cataclysmic impact of nuclear weapons. Unlimited means would be used to pursue our aims, whether the latter were limited or not.

However, such a doctrine is attended by a host of problems. Unrestricted nuclear warfare outside Russia is a grave undertaking. Liberation, to the captive satellites, may not seem worth the price. Destruction of property has been endured in the past; it can be endured again. But what reaction will there be to the sudden and overpowering destruction of men, women, and children?

War, it is said, is only lawful in defense of justice. It is not lawful for mere survival, if survival depends on the mass slaughter of noncombatants. We cannot surrender to injustice and tyranny, but neither can we consider the wholesale destruction of innocent human beings along with the aggressors. From the religious point of view, such a policy becomes all the more reprehensible if it comes about because we have denied ourselves any alternative means.

Therefore, as time goes on, the wisdom of reliance on nuclear war is questioned. And when we are faced with the ultimate decision, we may change our minds at the last moment, whatever our previous attitude, and call off nuclear war.

LET'S look at it from the Soviet's point of view. Her political aim is to bring about conditions which allow the Russian Communist theory to dominate the world. She cannot want the mass destruction of those she hopes to make Communist. Communist doctrine teaches that Russia herself must be maintained as a secure and strong base for "world socialism."

If Russia has nothing to gain from a nuclear war, we may be sure that she will not present Western statesmen with an easy decision as to whether nuclear weapons should be used or not. She may, of course, think that she can win by one gigantic blow, but this is unlikely. A war situation might well come when Russia presents the West with a series of limited demands or a *fait accompli*, making it extremely difficult for anyone to say now is the time to start nuclear punishment with all that that entails.

WHAT of the Western military view? It has been said that we can overcome the Russian superiority in conventional forces only by using tactical atomic weapons. Our only practicable method of destroying the Russian means of attack, especially her strategic air force, is by nuclear attack. And in a war, the side faced by defeat will use every weapon available to avert disaster. Nuclear war is bound to come in the end.

Rigidity of means is a weakness. How can Russia exploit this weakness? "The charac-

*Is war really to become a thing in itself, an activity divorced from the very idea of peace, with destruction as its sole aim?*

MAJOR GENERAL J. F. C. FULLER

ter of battles will be exclusively one of maneuver," the Russian General Grasnov once wrote. "The Soviet mechanized divisions and tank divisions have been created to fill this concept."

Much Western thinking seems to assume that the battlefield of the future will be largely conditioned by supply difficulties and the wholesale destruction of communications, that only fully air-mobile, heavily armed and atomic-supported troops can be employed. The heavier tanks and quantities of artillery will have little place. Not only will it be too difficult to supply them with POL and ammunition, but the money saved by their abolition can be used in the production of atomic weapons, army aviation, and transport aircraft.

If the West is unwary, the Russians may encourage this trend. By playing up their own nuclear capability, they could hope to accelerate Western action along these lines. By intransigence at disarmament conferences, and by relying on the growing public abhorrence of nuclear war in the West, the Russians could hope to extract many concessions. Once the maximum concessions had been obtained, Russia could agree to nuclear disarmament, under Western conditions for its enforcement. Even if she had to cut her conventional forces substantially, Russia would still have tank and mechanized divisions, amply supported by artillery and tactical air forces, to face Allied airborne and air-transported divisions.

Under these conditions of war, Russia could capture Europe without causing great damage. Further action against America—isolated, denied access to world markets—may require patience rather than military effort. Overproduction, unemployment, industrial unrest, may do the rest—or so the Russians could plan.

THUS nuclear deterrents may not be enough. If our basic political aim is the prevention of war, Russia may be persuaded that she can win neither a conventional nor a nonconventional conflict. It is fortunate that the ability to concentrate and disperse quickly, to be independent of roads and to exploit ground, is just as important in fighting numerically superior ground and air forces as it is in the face of atomic weapons. Mobility is the key in either type of warfare.

We must then make haste slowly. It may be wise to give as much consideration to warfare without nuclear weapons as is being given to their exploitation. It must be realized that even a war of limited aims will be a very long one if fought without nuclear support. The forces in being will indeed be a shield behind which we mobilize. In this first defensive phase the whole air effort, strategic and tactical, may have to be directly employed in helping the land forces to hold their ground.

Thus we must think deeply before discarding the capability of fighting a successful war without nuclear weapons. To compromise on using nuclear weapons tactically but not strategically is no answer. The dividing line in a major war will be too thin. It may be that our present deterrent capability should be the shield behind which we will have time to create an unbeatable conventional force, but we should not plan on this nuclear shield lasting forever.

FINALLY, more account should perhaps be taken of Russian psychology. The Russian thinks of war in terms of sweeping land victories. The main role of the air forces, to him, is to assist the ground forces to destroy the enemy. Strategic bombing has never been a popular concept. There is a danger that the air deterrent may not be fully appreciated, or that wishful-Russian political planners may hope to maneuver so that it is never used. But true deterrence may lie in proving to them that *under no circumstances* have they a chance of winning the ground battle.

**For Increased Fire Power and Protection**

# Defend from the Top of the Hill

**CAPTAIN PATRICK C. ROE**

I ONCE heard someone say, half in anger, half in jest: "If you see someone silhouetted on a Korean ridge don't shoot! It's not the enemy!" It certainly illustrated the almost instinctive tendency for everyone from company commander to rifleman to defend from the top of the highest piece of real estate he could find. Lately I have heard many discussions, pro and con, about the proper place to locate the main line of resistance and the main battle position in hill country. The question rates further discussion.

We select a position with full consideration for the terrain, obstacles, observation and fields of fire, cover and

concealment, and routes of communication. Further, according to our doctrine, the mission of the infantry in the defense is ". . . with the support of other arms, to stop the enemy in front of the battle position, to repel his assault by close combat if he reaches it, and to eject him by counterattack if he succeeds in entering it."

If we take those two ideas, the terrain and the mission, and put them together, we come up with two ideas about the main battle position.

First, the main battle position must be one where the combined fire of *all* weapons, organic and supporting, will be most effective against the attacking

Observation and field of fire are best from the high ground



enemy. This means one with good observation and good fields of fire. We must be able to stop the enemy by fire in front of the main battle position and repel him by close combat.

Secondly, we must have a position that offers us the most protection against enemy fire and assault. It must have good cover and concealment and it must make the maximum use of obstacles. The best position for protection against enemy fire would be the reverse slope.

Wellington developed the reverse slope defense when he drew up his lines of infantry just below the crest of a hill, where the French artillery could not get at them. The idea is still sound today; but assuming that we have at least artillery parity with the enemy, the best defensive position will be one that combines maximum protection and maximum fire power.

THE first question is, just where does our defensive fire power lie? It is difficult to compare the effectiveness of artillery and mortar fire with that of small arms in the defense, but there is some evidence to support the idea that artillery and mortars are the backbone of our defensive fire power. Since 1945 we have considerably increased the amount of artillery and mortars in our division, and even greater increases are likely.

Good observation is vital for effective artillery and mortar fire. That means a place near the top of a hill where you can see the farthest. At the foot of a hill you rob yourself of observation while putting yourself under the observation of the enemy on the next hill beyond.

For effective small-arms fire we need observation, fields of fire, and obstacles. To state it in a slightly different way, we need the ability to see the approaching enemy in order to select a good target; we need obstacles to slow him up and make him a better target; and we need a clear shot at him. It all adds up to selecting a position that will force the approaching enemy to make a good target of himself.

We generally think of a nice, flat, open stretch of ground where we can get good fields of grazing machine-gun fire as being the spot where an enemy will make the best target. But is it? And is the machine gun the weapon that gives us the most effective fire in the defense?

If we realize that our ideas on final protective lines and grazing machine-gun fire came from World War I, we might find reason to re-evaluate the idea. The Germans used the final protective line (they called it flanking fire) to excellent advantage. But they were not good marksmen, so we never knew how effective good rifle fire might be. A little figuring will show that the "wall of steel" from the machine guns has some holes in it. Figuring on two machine guns firing the prescribed rate of fire for final protective lines (150 rounds a minute), and figuring the muzzle velocity, the spacing between bullets, and so on, you will find that an average-sized man moving at ten miles an hour could run right through a final protective line two out of three times. Anything done to slow the rate of fire, any gaps or accidents in the ground, or any chance of the man crawling under the FPL increases his chances.

And consider the potential sustained rate of fire of the rifle companies' light machine guns with the other small arms. We find:

170 rifles x 16 rounds/minute	2,720
27 BARs x 20 rounds/minute	540
6 LMGs x 75 rounds/minute	450
(maximum sustained rate for LMGs)	900

Machine guns, then, form only a small part of the potential fire power of a rifle company. Those 450 rounds are not likely to be as well aimed as the fire from the rifles. So we are going out on a limb if we select a defensive position just to give our machine guns good grazing fire.

**W**HAT sort of an opportunity for effective fire does the crest of a ridge



Concentrated fire power hits the Korean enemy from a hilltop position

offer? For one thing, it is an obstacle that slows men down and makes them better targets. The fields of grazing fire near a crest may be shorter, but the enemy will be a target for a longer time, since he has to move more slowly, it being very difficult to run uphill.

Consider now the protection offered near the crest of a ridge as compared to that near the foot of one. Only the most forward elements are exposed to direct or observed fire from enemy weapons. The troops and installations on the reverse slope can be hit only by unobserved indirect fire. And it takes a pretty good artilleryman to get on right on the crest of one of the Korea-style ridges. The movement of reserves is protected and concealed. Movement to supplementary or alternate positions will be made in defilade. Supply and carrying parties have a fair degree of protection.

On the other hand, troops well down the forward slope would be completely exposed to the full effect of enemy fire. Ammunition resupply would have to run the gamut of enemy fire. If a gun were knocked out, one or two others might be lost while being moved into position.

**O**NE argument against defending along the top of a hill is that such an arrangement lacks depth. But the

depth of a position, at least for a front-line rifle company, means the depth of the zone of fire in front of that position as well as the physical depth of the sector occupied by the troops. The distance the enemy must cross under fire is the real measure of depth. From the top of a hill you not only have more depth from your small arms but more shooting room for your mortars and artillery. Your mortars can be closer to the line and still be protected. This means that they will have more range in front of the MLR to fire upon the enemy.

One thing not mentioned so far is the increased confidence of the troops when they are on top looking down, rather than on the bottom looking up. While fields of fire and observation are important in repelling the enemy by fire, confidence and morale are all-important when it comes to repelling an enemy attack by close assault.

If you measure the advantage of a defensive position by your ability to bring your fire power to bear on the enemy and by the protection it offers you, the top of the hill has it. The more we come to rely on long range weapons—and the history of war is the history of increasing range—the more important observation becomes. In Korea we could get it from the top of the hill. It will work elsewhere too.

# THE MONTH'S READING

## Air Power and Limited War

BERNARD BRODIE  
"The Evolution of Air Doctrine"  
*World Politics*, April 1955

Douhet's thesis rests on the argument that command of the air will be won very quickly, after which the winning side will have little to fear from the enemy's air power. And what happens during the brief struggle for command? Let us quote the relevant passage:

Viewed in its true light, aerial warfare admits of no defense, only offense. We must therefore resign ourselves to the offensives the enemy inflicts upon us, while striving to put all our resources to work to inflict even heavier ones upon him. This is the basic principle which must govern the development of aerial warfare.

This idea is really quite sound in an age of HE weapons, but how does it look in an age of thermonuclear ones? What are we resigning ourselves to? Is it a military pinprick, or is it total national disaster? And suppose we do achieve "command" in Douhet's sense. Douhet conceded that command could never be complete in the sense that the enemy was deprived of all capability of flying; but he insisted, quite rightly for his weapons assumptions, that a small capability would do the enemy little good. But suppose that small delivery capability is associated with H-bombs. And what happens when long-range ballistic missiles with thermonuclear warheads come into being? Then there will be no such thing as command of the air, unless—what seems unlikely—the side striking first can essentially wipe out with one blow the striking force of the other.

This brings us to what seems to be the crucial fallacy in the Douhet position for today's world. It is the unquestioning and almost unconscious assumption, which he shared with Foch and other World War I commanders, that war is an end in itself, ruled by a logic of its own, and fought for nothing outside itself. This idea naturally implies that every modern war must inevitably be a total war, which must now mean pretty nearly total destruction. There is nothing right or wrong but thinking makes it so, and if all our military leaders, and the enemy's too, are firmly wedded to such a conception, then of course it must be true—because they will make it true. The Korean War did not turn out that way, but for that very reason it seemed to baffle us completely.

So long as the view persists in high military and political circles that *any* war which brings the Soviet Union and the United States into direct and open conflict *must* be total, so long will preparatory measures be adopted which insure that the opening of hostilities does in fact precipitate total war. It is obvious that one of the great inducements to the American leaders to keep Korea limited was precisely

the desire to maintain a favorable posture in the event of a more direct challenge in a more important region.

We must therefore proceed to rethink some of the basic principles, which have become hazy since Clausewitz, connecting the waging of war with the political ends thereof, and to reconsider some of the prevalent axioms governing the conduct of military operations. What are suitable political objectives to be sought through military action in crisis situations, and what are suitable military measures for bringing them about? Above all, what are the available instrumentalities for assuring that military action does not proceed beyond the suitable? If our strategic air force is a retaliatory force, as is so often asserted, what kinds of action will it retaliate against?

## 'Rough, but Interesting'

MARGUERITE HIGGINS  
*News Is a Singular Thing*  
Doubleday & Co., 1955

Until America makes up its mind to take whatever steps are necessary to contain this piecemeal Communist aggression (for ours ultimately is the decisive power and the decisive responsibility) I am inclined to agree with the view of the world expressed by [the late] Lieutenant General Frank Andrews...

General Andrews started getting a reputation for being a Cassandra as well as quite a character for this reason. The general would encounter a West Point acquaintance of, for example, the class of 1929.

"Colonel Warren, class of '29!" General Andrews would exclaim, adding, "Well for you, Colonel Warren, the future is going to be very, very rough, but interesting!" And while General Andrews made this prediction he'd shake his head in a mysterious manner, as if he possessed a very special secret.

The next day the general might be introduced to another West Pointer, Captain Michaelis, class of 1936. "So you are Michaelis, class of 1936, eh?" the general would repeat, nodding his head in the usual mysterious manner. "In your case, Michaelis, the future is going to be rough, but interesting!"

And during the next few years General Andrews made the same mysterious prediction that the future would be rough, but interesting—to almost everyone he met.

Naturally his acquaintances compared notes. "That Andrews is nuts," they'd tell each other. "Here we are, each of us a different individual. Yet he tells us all exactly the same thing."

But as time went by they saw that General Andrews had been completely right.

For along had come Pearl Harbor. Then came the Second World War; the atomic bomb; the loss to the Communists of one hundred million in eastern Europe and Germany; the loss of much of Asia; the war in Korea; the Soviet explosion of the atom bomb; and finally the Soviet explosion of the hydrogen bomb.

And unless (as I can't believe) the Communist empire is appeased by being fed the world bit by bit, that is why all of us—the class of 1900, the class of 1929, the class of 1930, the class of 1940, but especially the classes of 1960, 1970, and 1980 will indeed find the future "rough, but interesting."

## The Fruits of Appeasement

SIR MICHAEL BRUCE  
*No Escape from Adventure*  
Hastings House, 1955

During my first two days in Berlin [in 1938] . . . I was also lucky enough to meet many of the more charming members of the officer class of the old German Army. One of them invited me to a large ball at Potsdam, Headquarters of the German Army. I had to decline because I had only a dinner jacket with me, but I was persuaded to join the company and "sit out" with some German officers who would be playing poker instead of dancing.

My table for cards included General Count der Schulenburg of the Berlin Police and General von Brockdorff, as well as other high ranking officers whose names I have forgotten. The play was high; the magnificent drinks plentiful. They consisted of peaches, stoned and filled with brandy, in glasses of champagne.

As the drinks flowed, tongues became looser and I well remember one remark by von Brockdorff. He said ". . . Chamberlain made one great mistake at Munich. If he had remained firm the German army would have marched. But it would have marched against Berchtesgaden and the Brown House. Now it is too late. The Wehrmacht is being filled with Himmler's S.A. and S.S. men."

## Inhibitors of Dispersion

BRUNO H. ZIMM  
*Bulletin of the Atomic Scientists*  
May, 1955

. . . the dispersion chain has its inhibitors built in. The program now depends on the voluntary cooperation of just those groups whose natural interests are most opposed to dispersion, the officials and businessmen of large cities. It surely reflects no discredit on these people if the program does not move; all their past experience has been in concentrating industry, not dispersing it.

On the other hand, powerful forces working for dispersion do exist. Pure economics is even now causing a very effective dispersion of heavy industry, of which the well-known flight of industry from New England to the South

is an example. No greater advocates of dispersion could be found than the officials and businessmen of small towns, who stand to benefit as much as their counterparts in the larger cities stand to lose. But the present program has completely ignored the smaller towns. Even the simple publicity that would allow the public to hear the arguments and draw its own conclusions has been lacking.

It is not at all clear where the immediate responsibility for the absurdities of the situation lies. But the final responsibility must rest on the shoulders of those to whom the defense of the country is entrusted, and who for so long did not see fit to take the public into their confidence, and who even yet delay in organizing a defense.

## Organizing Logistics

GENERAL W. B. PALMER  
Address to the Civilian Aides of the Secretary of the Army  
West Point, N. Y.  
24 May 1955

In the field of organization and control, the objective [of the Deputy Chief for Logistics] is to integrate and give pattern to the system of seven Technical Services, while recognizing that each has a primary function which is reasonably distinct from all the others.

There is nothing unsound in having seven different Technical Services. What was desperately needed was a single boss, clothed with all necessary responsibility and authority, really to be the head of the Technical Service system and to give them clear leadership and guidance.

It seems to me that for the present, the Deputy Chief of Staff for Logistics should exert his leadership and guidance to clear away a whole lot of underbrush and debris and do a lot of tidying up. . . . In many cases, nobody can tell yet how the landscape will look after the ground has been cleared. We should not create agitation and excitement by speculating about the future organization of the logistical system until we have a better view, and therefore a better chance to agree on what we are looking at.

Once we have obtained uniform supply procedures and accounting procedures throughout the seven technical services (which I have said will be at least 3 years), it will be timely to reopen the question whether all of the supply functions cannot be gathered under a single command located outside of Washington. To attempt it right now would crisscross and confuse responsibilities worse than anything in past history.

While the Deputy Chief of Staff for Logistics is toiling to make the Army logistical system a better piece of machinery, he must constantly have in mind the changing frame of reference caused by the steady growth of the Department of Defense from a feeble beginning to a muscular maturity. The Deputy Chief of Staff for Logistics is a connecting mechanism between a lot of intricate machinery above him and seven complicated machines below him. It is only fair to say that many of the developments below stem from the machinery above him.

## CEREBRATIONS

### Curtains for the Army?

IT has become clear that the Army is now an auxiliary service. The nation's leaders are sentimentalists, however, and their memories of the ancient days of the Revolutionary and Korean Wars have prompted them to keep a token force of about a million men for ceremonial purposes while the Air Force girds its loins to fight our wars.

But we Army officers cannot afford to be sentimental. We have been accused too often of looking backwards instead of forwards and preparing for the last war instead of the next. If the Army is no longer needed it should bow out gracefully, and not hang on for the sake of tradition, the chance of getting into the few piddling ground actions that World War III might provide, and for an occupation that could easily be handled by a few Marines temporarily detached from guard duty on an aircraft carrier.

Of course everyone admits that ground forces are still needed. But that is no reason to keep a large organization that is clearly obsolete. Why not make the Army a branch of the Air Force? The blue uniforms will solve our vexed problems of morale, and the several thousand square miles of arable land now occupied by Army posts can profitably be used for growing soybeans or fruit.

It has been pointed out by Army men who have never piloted a jet that in war it is necessary to take and hold ground. They forget that two-thirds of the earth's surface is water and that everything above it is air. That doesn't leave much else, and if men were needed to fight on it they could be relieved from their regular duties of serv-

icing planes and cooking Air Force chow and assigned to this task for as long as it takes.

The merger holds many delightful prospects for Army men. They would no longer be involved in inter-service rivalry, which could be fought exclusively between the Navy and the Air Force. The problems of strategy and tactics would be handled by men who have a bird's-eye view of the terrain. The Air Force would probably allow them to wear a distinctive branch insignia on their lapels—perhaps a symbolic glob of mud.

This suggestion is perhaps too revolutionary to be accepted at the present time, for military men are traditionally conservative. But when its newness has worn off it is hoped that many officers will begin to be attracted by the glamor of being associated with the Air Force and the honor that the nation will accord us for closing up an unmodern and expensive service. *Requiescat in pace.*

MAJOR FORWARD

### Motivation and Leadership

EVERY leader has experienced the problem of how he will present a new task to his subordinates, how he could appeal to them to get the job done.

The experienced leader probably uses a number of methods. Some of them may be specifically mentioned and some of them may be implied. For instance, except as a last resort, he would not mention punishment in case of failure. His men should know him well enough to know that he will not stand for failure.

The real art in motivating a group

of men to accomplish a common mission is to reach each man in such a way that all men in the unit are incited to action to the extent of their several capabilities. Of course, the kind of mission to be performed by the men will determine the motivating factors the leader uses, but there is one element that must be kept in mind, and that is that no amount of motivation will incite a man to undertake zealously that which he knows is manifestly beyond his capabilities.

The following example of the use of prizes to motivate a company to outshoot all others in a regiment illustrates this in a simple way.

This concerns a company in Hawaii in the early 1930s, at which time the record of a unit on the rifle range was considered very important, as many of us recall. The old "A" course was fired for qualification with the '03 Springfield rifle. You may recall also that the course went back to 600 yards, and that 306 out of 350 was necessary for expert rifleman, 280 for sharpshooter, and 240 for marksman. The expert rifleman rating was hard to obtain, but nearly a hundred per cent qualified as marksmen, even though it sometimes took heroic efforts.

It was customary to use some of the company fund money for shooting prizes. This usually took the form of so many dollars for each score: high offhand, high sitting, high kneeling, high rapid-fire aggregate, high 600-yard, and high total score. Sometimes the novice with the high score among those who had never before fired a qualification score received a prize too.

Obviously, only a few of the old shots really tried for the prize money, because the prizes were far above the

hopes of many to reach. The one thing that recommended such a system of prizes was the ease with which winners could be determined.

This particular year, in this particular company, the officer in charge of rifle qualification training decided to use the money the company commander would allow from the company fund to provide real motivation. He was interested, among other things, in the average score of the men in his company, because it counted toward the cup given by the regimental commander to the company with the best all-around training record. The problem was to motivate the men so that each tried hard on every shot, so that he stayed away from misses and from shots on the wrong target, and so that he kept on trying to improve his score after he had made enough points for sharpshooter or marksman, even though he could not possibly reach the next higher qualification.

In the interests of time and space, I will not go through the steps in arriving at the solution, but will point out what was done.

After trying out his new system of prizes, based on last year's record score cards, getting the men to not object to it, and getting the OK from the inspector general, he announced that for record firing each man would compete with himself and the company fund on the following basis: win five cents for each bull's eye; break even for each 4; pay five cents for each 3; pay ten cents for each 2; pay twenty-five cents for each miss. He computed that, had such a system been in effect the previous year, the company fund would have been tapped for about seventy-five dollars. The company commander thought that was about right for this year's shooting prizes, and approved.

This is substantially what happened when the shooting prizes were computed from the qualification firing records:

There was about the same percentage of experts, a few more sharpshooters, and about the same percentage of qualified men.

However, the average score of the men of the company led the regiment by about 20 points and exceeded the previous year by about 25 points.

Eighty per cent of the men won money—the highest about three dollars. The rest lost money, which was picked up in the company fund as "donations," but the most the poorest

shot lost was about a dollar and a half.

The net cost to the company fund was about \$125, or \$50 more than was expected, but the company commander was well pleased, and felt the extra money was well spent. The men's interest in marksmanship training and shooting was outstanding.

Any of us can go on and point out other examples to prove the soundness of the all-important factor of the proper motivation in the leadership of men. This art is so important that many outstanding leaders of men have a hard time in determining which is more important: knowing how to do a job, or knowing how to motivate fully their men to do the job. The outstanding leader is a master of both.

Lt. Gen. BRUCE C. CLARKE

### More Rank for Senior Sergeants

In the infantry regiment each company-size unit has four master sergeants and one first sergeant. Years of service being equal, all these sergeants receive exactly the same pay, though their duties and responsibilities are quite different. There is little to distinguish the first sergeant, who is the key enlisted man of the company, from the platoon sergeants, who are each responsible for forty to fifty men. It is true that the first sergeant wears a different type of chevron, but the diamond no longer carries with it a financial reward. The grade of first sergeant simply means additional work, responsibilities, and headaches. No wonder so few master sergeants seek it. Nor do battalion and regimental sergeant majors receive recognition or rewards for the responsibilities and work loads that they assume.

This situation should be remedied if we are to maintain the prestige, quality, and incentive of our senior career non-commissioned officers, and not lose these men to civilian life. Something should be done to elevate these leaders to a status among noncommissioned officers equivalent to that which the unit commander enjoys in the officer corps.

One thing that can done is to create grades E-8 through E-12 for those NCOs who hold these responsible positions. A division sergeant major would hold the top grade of E-12 while he occupies that position. A brigade sergeant major would be an E-11, a regimental sergeant major E-10, and a battalion sergeant major E-9. The first sergeant of a company or battery would

have the rating of E-8. A small increase in pay would come with each of these grades to make the rating meaningful and to reward the man for his increased responsibilities.

Men holding these positions should be addressed as "Sergeant Major Smith" or "First Sergeant Brown." The British Army has long followed this custom, and has found it most effective. A British sergeant-major has a degree of prestige unequalled in any army, and the men who have held this rank have lived up to all that has been expected of them.

We might also distinguish the senior noncommissioned grades by a distinctive type of chevron. The first sergeant would keep his traditional diamond, while the different sergeant majors would wear master sergeants' stripes with the insignia of the commanding officer of the particular unit in the center. Thus, the division sergeant major's insignia would have a major general's two stars in the center, the brigade sergeant major's would have one star, the regimental sergeant major's would have an eagle, and the battalion sergeant major's would have a silver oak leaf.

Let's give our senior noncommissioned officers the prestige and pay that they deserve. Let us not forget that rank has its rewards as well as its responsibilities.

COL. ROBERT L. COOK

### Unit Life Insurance

THE fate of regimental histories and traditions, if the present rigid regimental structure is eliminated, has become a subject of discussion. The Army may reorganize its divisions so as to permit the tactical employment of varying numbers of infantry battalions by combat command headquarters within the division. If the regimental designations are to be given battalions, the treasured identities of great regiments may soon be submerged in a flood of faceless, multi-digit designations.

A solution to this problem that would save the precious unit identifications and still permit the desired tactical flexibility, would be to have one infantry regiment to which all infantry battalions of the division would belong. The regimental headquarters need be neither tactical nor administrative, but purely ceremonial. But it could also be useful for training replacements and other jobs. The more personnel functions the headquarters has, the greater

would be its contribution to regimental *esprit*.

The prestige of the regimental commander would also increase *esprit*. Obviously, the Army cannot afford to employ the full-time services of a senior infantry officer in a ceremonial role in each division. The solution might be to designate as regimental commander (in addition to his other duties) the senior infantry colonel in the division, or even the assistant division commander. In this connection, the re-titling of division artillery as a regiment of artillery might enable us to retrieve some previously dissipated and extremely valuable artillery unit designations. There appears to be no reason why general officers could not command such regiments—either infantry or artillery. Armored divisions could recapture some splendid cavalry regimental numbers by the same device.

The inauguration of Operation GYNOscope gives our regiments a permanent home. It should be possible to find near the Stateside home base of each regiment a distinguished retired officer and former member of the regiment who would be suitable for the position of colonel *emeritus* of the regiment. In his hands could be placed the unofficial "domestic affairs" of a regiment overseas: overseeing the custody of trophies; contacts with civilian individuals and organizations in the locality; correspondence about unit history and traditions; assistance in recruiting for the regiment; and possibly the nurturing of a regimental association.

COL. W. F. WINTON, JR.

### What's Wrong with the Schools?

WHAT is wrong with Army schools? A look at a typical classroom schedule will give part of the answer. Students are kept in class eight hours a day. In addition, each student is expected to spend three hours a day preparing for the next day's instruction and another three hours reviewing the course work of the day before. This is saturation. It is impossible to spend eight hours a day immobile in class and be able to think and study alertly.

The schools do not promote thinking. While there are a few unusual instructors who are able to draw out members of the class, most able instructors are beaten into the ground because they have to repeat verbatim every few

weeks a problem whose details are contained in the instructor folder.

Exams are too easy, and once the students find this out, their interest inevitably wanes. The exams do not demand the student's real knowledge of principles and their application, but only the ability to parrot a few words and expressions that stand as an abbreviation for a "principle." Few instructors, in or out of the Army, have the ability to communicate ideas. Most of them tell the students what they want them to memorize, and in the examination ask that their own phrases be returned to them. Little room is left for thinking on the part of the student.

What should be done to correct this situation? In the first place, students should be required to think, and they should be given time in which to do so. Cut the classes to six hours a day and make the schedule flexible. If you cover the subject in less time than is scheduled, go on to something else or dismiss the class. Before each class in tactics, the students should have an afternoon in which to prepare an Intelligence Estimate and an Operations Estimate, using the principles taught by the Staff Department. These should be collected before class, marked, and returned to the students.

Let's throw out student summaries and course summaries. These crutches only repeat what is found in much deeper and broader form in field manuals and library books. Give each student a big notebook and pencil, and let him take notes. Throw out "canned situations." The faculty should be able to illustrate principles under many covers, using a blackboard and chalk.

Let's get away from objective examinations, which often test a student only in his ability to memorize a phrase and parrot it. To illustrate, here are two questions taken from an exam on Methods of Instruction and Training given at a major installation:

- (1) When teaching a lesson, the instructors should remember to:
  - (a) summarize only at the end of the lesson.
  - (b) use frequent short summaries throughout.
  - (c) summarize only examination questions.
  - (d) summarize frequently and also the end of the lesson.
- (2) In an appeal to the students' "personal needs," to create interest in the subject we are teaching, we:
  - (a) appeal to the students' sense of responsibility.

- (b) approach the subject from known to unknown.
- (c) show personal relations between instructor and student.
- (d) indicate the advantages of learning the material to be taught.

These questions would provoke much more thinking by students if they were changed to the essay form:

- (1) Discuss briefly various techniques of "summarizing" in order to accent teaching points.
- (2) Discuss methods of creating interest among a soldier audience, when teaching.

The answers to such questions must be organized and thought through. A student might spend one fourth of his time planning and organizing his answer.

Exams would be graded on a scale, with only about 40 per cent of the class passing. These would receive diplomas, while the remainder of the class would receive certificates of attendance. Failure to pass would not mean exclusion from further schooling, but a commander would only have to look at an officer's Form 66 to know whether he is proficient in the subject he had studied.

The teaching staffs of the chief Army schools would have to be permanent. They would be composed of able lecturers and outstanding military thinkers. What better place than a military university to finish a career? Younger officers of outstanding ability could be kept for a few years to assist the permanent staff, learn the doctrine inside and out, and get some practice and expert criticism while teaching company-grade officers.

Such a faculty would go a long way toward tightening discipline and promoting interest in learning. Students would have respect for an older teacher with all (or nearly all) the answers and a kind or sharp word on the tip of his tongue.

Leadership ability is still a major problem in the Army. These changes in our schools will enable commanders to get better use of officers who have attended schools. An education policy should not be democratic in the sense that everyone passes. It should rather be democratic in the sense that everyone has an opportunity to study. Not all officers have equal capacities for learning. Let us not continue a policy that promotes mediocrity.

CAPT. ALVIN P. DOBSEVAGE

THE ARMY COMBAT FORCES JOURNAL

**A reader takes strong exception to**

# **WEB DEFENSE**

Lieutenant Colonel James W. Edwards's "Web Defense," in our June issue, raised some comment from a reader who presented a bill of particulars in the form of quotations from the article and answering comments. These appear side by side below. In fairness to Colonel Edwards, the editors believe they should add that it was necessary to reduce the length of the article Colonel Edwards submitted, and in the cutting some refinements and amplifications had to be omitted; this may have been partly responsible for some of the exceptions taken by the critic. However, on the whole, the article as published faithfully reflects what Colonel Edwards wrote.

#### **STATEMENT FROM COLONEL EDWARDS'S ARTICLE**

Instead of clinging to the linear concept, in which the organization of mutually supporting defense areas is precluded, today's warfare calls for a type of defense that permits all units in an area to support one another.

Web defense is an area defense which abandons most of the concepts of the present doctrine. Under the new concept, the commander would analyze the terrain and attempt to defend only that which is critical. If the terrain is carefully chosen, the enemy will have to secure it.

The critical terrain features of each area will be occupied by a regimental combat team or its equivalent, organized in a perimeter for all-around defense.

#### **READER'S COMMENT**

This statement is incorrect. In a linear concept, which is nothing but a variation of position defense, mutual support is definitely achieved between units occupying the holding garrison. It is that fundamental of defense of depth that is sacrificed and not the fundamental of mutual support when effecting a linear defense.

Analyzing the terrain and defending only that which is critical is certainly not abandoning the concepts of the present doctrine. In fact, that is the precise situation that confronts a commander when defending on an extended position.

How is it possible for a regiment to defend an area when it is organized in a perimeter unless the area assigned can be completely covered from the perimeter position? This is difficult to visualize because it is usual for boundaries to be drawn along linear rather than circular lines. This concept would preclude many of the flat-trajectory weapons being oriented correctly within a regimental perimeter.

For atomic warfare we need changes in tactics but not in organization.

This statement seems rather unfounded. It is certainly not in accord with the current thinking. Besides, so far the author has not shown a change in tactics to the reader. It seems as though he has merely presented regiments disposed as islands of resistance. This concept is found in FM 100-5.

The phrase "hold at all costs" should be deleted from all FMs.

All units, including those which are normally kept in reserve under the present doctrine, will be assigned areas to defend.

Not only do we concur, but this has *already* been done.

The present-day doctrine on critical terrain, which stresses fields of fire, concealment, observation, and natural obstacles, is rapidly becoming obsolete. The emphasis on the defensive organization and retention of high ground is a mistake in modern warfare.

Again, from a regimental perimeter the defender is given an impossible mission if he is assigned a delineated area to defend. If a certain position were to be held, this would be a correct method to accomplish the mission, but not to defend an area. There is a definite difference between a position, a location, and the like, and a defensive area.

Liaison planes are all we need for distant observation.

This is a contradiction, for in the third statement quoted above the author has his regiments occupying critical terrain. How can this be done without stressing fields of fire, concealment, observation, and natural obstacles? Regardless of the type of defense employed, high ground will continue to be of major importance to the defender.

There is no need for small arms to have fields of fire to the limits of their ranges. Only expert riflemen armed with sniperscopes can consistently make hits beyond 500 yards. Machine guns on our MLR are usually kept silent until the enemy assaults and they begin firing on their final protective lines. And anyway, if we can observe and shoot at the enemy at great distances, he can do the same to us.

This is a rather strong statement, and must not be accepted as a rule of thumb. The old "tactical situation" will always dictate.

Critical defensive terrain is the ground which, if occupied by us, will deny the enemy the use of supply lines.

Colonel Edwards cannot deny that a perimeter defense will be much stronger if excellent fields of fire to the limit of the weapon's range are available. The situation in which machine guns on the MLR are kept silent is applicable only when surprise can be achieved by the defender. The situation presented here would preclude this.

A division will normally defend an area. The division commander will have four RCT-size units. Three of these are actual RCTs, each consisting of an infantry regiment and a field artillery battalion, while the fourth, which will be weaker in manpower but stronger in mechanized power than the other three units, consists of the remainder of the division.

This is the author's definition. To be acceptable Army-wide, our present definition must be changed.

No time should be wasted digging dummy positions because they seldom deceive an intelligent enemy and they also provide the enemy with cover when we counterattack him.

This concept seems to incorporate a portion of the features of extended position defense and mobile defense. And this is the crux of the entire weakness of web defense. How is the defender going to carry out his mission? Is it to be by defending certain areas, or is it to be by destruction of the enemy by offensive action. The reader cannot understand the intent of this disposition of troops.

Only the minimum transportation should be dug in within the perimeter; the remainder would be sent to rear areas.

This is a negative approach and violates all current doctrine that is applicable to deception.

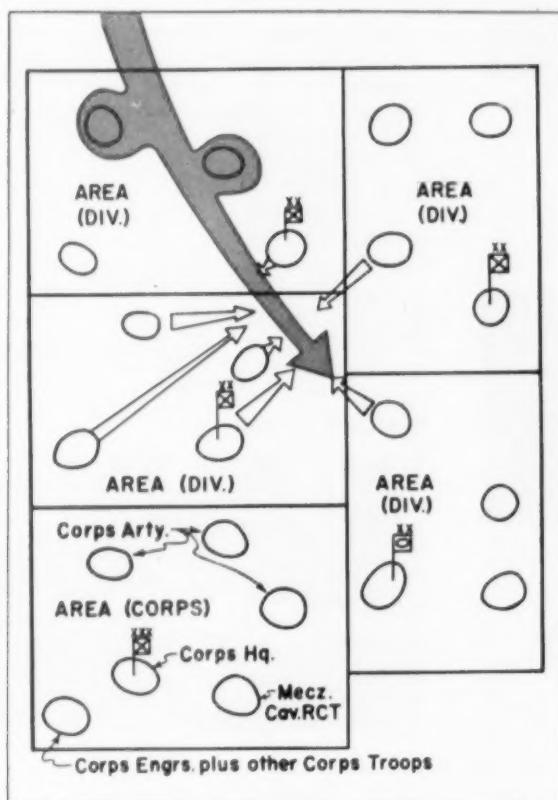
Each perimeter will make plans to assist adjacent perimeters by counterattack.

Surely, these perimeters should be motorized if they are to be used in an offensive mission.

This is vague. It seems as though each perimeter will plan to assist adjacent perimeters by counterattack. Is it done at regimental or division level? If done at regimental level, we subject ourselves to defeat piecemeal.

The addition of a fourth infantry regiment to the present infantry division would allow an area commander to organize five perimeters. A fourth battalion in each regiment and an additional armored infantry battalion in each division would make the perimeters strong in defense, would give the division more power in the attack, and would furnish the division commander with a strong mechanized force for attack or counterattack.

Corps artillery units will also be formed into regimental-size perimeters.



A corps area. The deeper the enemy penetrates, the more of our units enter the fight to trap and destroy him

Our present defensive doctrine leaves our forces extremely vulnerable to atomic attack. It offers the enemy the concentrated targets along the MLR that he desires. The variations of this doctrine—extended position defense and mobile defense—present large, concentrated reserve formations in the open for comparatively long periods of time.

In web defense, only critical terrain is occupied; manpower is conserved; the enemy is denied vital lines of communication; a true defense in depth is organized; reserves are dispersed, protected, and located adjacent to their areas of probable employment; the defense is equally strong in all directions from which the enemy may attack; air power is made full use of; there is only one defensive doctrine for all units and all situations; the perimeters are capable of withstanding massed enemy attacks for an indefinite period; and the fall of one perimeter will not seriously hinder the conduct of the remainder of the defense.

This contradicts the fourth statement. Here the author is advocating a change in organization.

This will preclude the artillery from adequately massing its fire capabilities, and should be adopted only in an emergency.

In this schematic diagram it is impossible for the divisions to defend the assigned areas from regimental perimeters. It is possible to carry out a plan of surveillance from perimeters, but not a plan of defense for the assigned areas.

This is incorrect. Regimental perimeters will offer more vulnerable targets to atomic attack than will the units disposed in the extended position defense or the mobile defense.

This is the summary of the author. This is a dangerous summary. It is dangerous in that the author gives the impression that he has the answer to the defensive problems of future warfare, and unfortunately many of the readers of THE ARMY COMBAT FORCES JOURNAL will agree. In summary, the web-defense concept is a combination of the extended-position defense and the mobile defense without incorporating the salient features of each. In regard to the salient features of mobile defense, how can you destroy the enemy once he is in the so-called web without the bulk of a division's force being oriented to offensive missions?

# IRONS IN THE FIRE

## Bridge-Building Attachment



The Corps of Engineers' Research and Development Laboratories have developed attachments for the Army's 5-ton bridge truck that make it possible to unload heavy components of bridges without using a crane. These attachments consist of a hydraulically operated boom and an "A" frame that can be attached to the front bumper of the truck.

The 16-foot boom can be extended, retracted, tilted, and swung through an arc of 220 degrees. It is operated by a man sitting next to the driver. Hydraulic power is furnished by a pump driven by the truck's engines. The "A" frame is 20 feet long and is used to unload equipment from other trucks. Its lifting power is supplied by the truck winch.

## Insulation Material

The Mycalex Corporation of America has developed a new electrical insulation material that can withstand the effects of radiation and 1000 degree temperatures and still retain its properties. Called Supramica ceramoplastic, the new material consists of pulverized synthetic mica bonded with high grade electrical glass. Its high resistance qualities are due to the fact that synthetic mica is used instead of natural mica. The first successful synthesis of mica was accomplished recently by Mycalex, in cooperation with the U.S. Bureau of Mines.

## Plastic Armor Plate

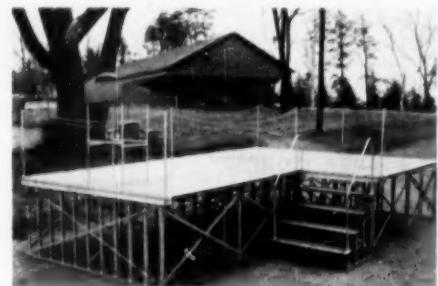
The Air Force and Navy have approved a new type of plastic armor plate, developed by Bassons Industries Corp. The reinforced material will stop a .22 caliber bullet at velocities up to 2,858 feet per second, and it weighs only one fourth as much as metal armor plate of the same size. Among the advantages claimed by the manufacturers is that it can be molded into intricate shapes and that it is non-magnetic.

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## Aerial Tramway

An experimental aerial tramway for carrying supplies across beaches and over water obstacles has been developed by the Transportation Corps. Skycars, each carrying up to 20 tons of cargo, move along steel cables at 30 miles per hour, powered by 135 horsepower gasoline engines. The cables are supported by a series of 100-foot towers, extending a half-mile into the water. The tramway can land 120 tons of cargo an hour. In tests conducted at Fort Eustis, 540,000 tons of cargo were moved during a 2,000-hour trial.

## Prefab Platform



A portable prefabricated stage that can be erected in less than an hour with the use of only one tool (a wrench) has been manufactured by the J. E. Burke Co. Of all-steel construction, the stage can be used as a parade reviewing stand, or for meetings, theatricals, and concerts. It is available in 5 x 10' or 10 x 10' sections, 26" or 42" high. As many sections can be put together to form as large an area as is needed. Rubber casters are available for rolling into position.

## Copter Clinic

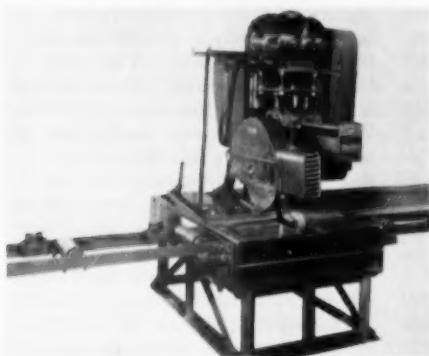
"Copter Clinic" is being operated by Bell Aircraft's helicopter division at Fort Worth, Texas. At this unusual station, Army and Air Force helicopters are repaired, and outmoded models are modernized. This includes the replacement of parts and in some cases the installation of up-to-date landing gears, fuel systems, and other machinery.

THE ARMY COMBAT FORCES JOURNAL

## **Smoke Analyzer**

The National Bureau of Standards has developed a device for the production of more vivid battlefield pyrotechnic smoke-colors and to determine if purchased smokes meet color specifications. This "colorimeter" consists of a lens and three phototube-filter combinations mounted in a brass tube. A 36-inch chamber, with a large window on one side, contains the smoke. Four 150-watt flood lamps illuminate the smoke so that it can be analyzed.

## **Electric Rail Cutter**



A portable electric rail cutter has been developed by the Ty Sa Man Machine Company, under contract with the Corps of Engineers' Research and Development Laboratories, to expedite the construction and repair of military railroads. Using a resinoid bond cutting wheel, 30 inches in diameter, the machine can dry cut a 152-pound-per-yard rail in less than 45 seconds. It took at least ten minutes to cut a rail with a hack saw during World War II and in Korea. The machine can handle two 39-foot rails at the same time, and it produces a clean surface, satisfactory for welding. Conveyors extending 30 feet from each side of the cutter support the rails and allow them to be fed into the cutting position. The rails are clamped by mechanically operated hooks during the operation.

## **Jet Stopper**

Republic Aviation Corp. is now using a new remote-controlled runway crash barrier to halt jet planes making an emergency landing. The "jet trap" is made of nylon, canvas, steel cable, and anchor chain, and it can stop a plane in less than half the distance required when only aircraft brakes are used. Weighing 72,600 pounds, the anchor chain is linked to a six-foot-high web, which lies flat across the runway. The operator in an airport control tower can raise the barrier in a split second.

## **Delivery by C-119**



Canadian-built L-20 De Havilland Otters are now being flown in Fairchild C-119s directly from Canada to points where they are needed. The L-20 shown here being loaded at Pepperell AFB in Newfoundland is destined for Greenland.

## **New Concept of Organization**

An army colonel has developed a new concept which may revolutionize military and industrial organization methods. After 21 years of work, Col. Leland B. Kuhre, Corps of Engineers, has come up with a system he calls atorgenics. Colonel Kuhre says that atorgenics substitutes group leadership for the rule of one man. Positions in an organization are as fluid as in a basketball team, and management and labor disappear. Instead, everyone works together to do the job. The system, says Colonel Kuhre, will "gradually end mental slavery."

The atorgenics system, Colonel Kuhre says, is based on the structure of the atom. A leader is selected for the central position (nucleus) and is surrounded by assistant leaders. The result is that many minds are coordinated into one, instead of one mind having to work alone. The concept deals with the mind of man, and not with man as a machine.

## **Jungle Destroyer**



R. G. LeTourneau, Inc. has developed a jungle destroyer that packs three times the wallop of an M24 tank. Each of its six wheels is ten feet tall and four feet wide. Used for land-clearing operations, the 60-ton vehicle can destroy trees of any size, yet is so light on its feet that it can roll over a pocket watch without damaging it. Its platform is 39 feet long and 11 feet wide, and can support more than 100 tons.

## THE MONTH'S BOOKS

### Man is Fundamental

**THE HUMAN FACTOR IN THE ARMY**  
By C. W. Valentine  
Gale & Polden, Ltd., 1954  
106 Pages; Index; \$1.00

Reviewed by  
MAJOR MARK M. BOATNER III

Some facts of soldiering are so obviously true that we tend to overlook them. Practically all of our military doctrine starts with the truism that "man is the fundamental instrument in war." But then we often go on to prescribe tactics, policies, and procedures that, while theoretically practicable, are actually unrealistic.

*The Human Factor in the Army: Some Applications of Psychology to Training, Selection, Morale and Discipline* is a title that should arouse the curiosity of thinking officers and noncoms. They will find their curiosity well rewarded in this practical little book.

The author is a professional British educator who has done a great deal of work for the War Office on the subject of military training and selection of instructors. He points out in the introduction that he uses the word "psychology" with some trepidation due to the prejudice of soldiers against the term—"a prejudice usually caused by some of the absurd theories spun by semi-amateurs under cover of the name "psychology!"

In the first chapter, on "Common Sense and the Practical Use of Psychology," it is soon apparent that the two terms are not completely compatible. Industry has found out, for example, that on some jobs more work can be turned out in an eight-hour day than in a ten-hour day. Certainly "common sense" alone would not lead us to this conclusion; many commanders and staff officers cannot accept the fact that a six-hour training day may often produce better training than a full eight- or ten-hour day. (Industrial output can be accurately measured; training effectiveness cannot.)

Continuing to apply the lessons of psychology and the experiences of industry and the armed forces, the author sug-

gests improvements in the fields of personnel selection, weapons instruction, and the relationship of morale to discipline and military efficiency. There is an interesting chapter on "Individual Differences in Mental Abilities" and the importance of these differences (as revealed by tests) in personnel selection. Another chapter goes into "Common Fallacies about 'Mental Training'" and discusses the problems of developing initiative in soldiers.

Although this book is for the British Army, there is much in it for the American leader whose mind is open to the suggestion that some knowledge of psychology can help him do his job better.

### Excellent Bird's-eye View

**DECISIVE BATTLES OF THE CIVIL WAR**  
By Lt. Col. Joseph B. Mitchell  
G. P. Putnam's Sons, 1955  
226 Pages; Maps; Index; \$4.00

Reviewed by  
BRIG. GEN. DONALD ARMSTRONG

A military history of the Civil War designed to be read in hours, not in weeks or months—and an excellent one—is Colonel Mitchell's welcome achievement. His study is, of course, not intended to be the definitive military history of that war. He is more concerned with the strategy of campaigns than with the tactics of the battlefield. But it will be difficult to find a better bird's-eye view of the Civil War, with greater accuracy, with more carefully integrated narrative or with better designed maps. Above all, Colonel Mitchell's military study has balance and a sense of proportion—qualities which have too frequently been missing from far more pretentious histories of the Civil War.

This latest addition to the extensive Civil War library effectively meets a specific need which no earlier study had exactly fulfilled. Colonel Mitchell proposes "to present a short history of the Civil War with its events and leaders in their proper perspective," and "to place its battles and campaigns in modern, up-to-date surroundings."

In seeking brevity, Colonel Mitchell's

words are few but wonderfully clear. The book tells its story as economically as the long and complicated conflict and the requisite clarity permit. This condensed account of the military moves of the Civil War abridges the story so that only the bare essentials are left. But it is a digest that deals with fundamentals and by stripping away all irrelevant material enables the reader to follow the strategic moves of campaigns and the principal tactical features of decisive battles in a way few other books have made possible.

Perspective is likewise well taken care of. Many far more voluminous histories have dwelt too much on the Virginia theater of war, and have given the impression that western campaigns were of minor importance. Here the campaigns and battles, East and West, are allotted appropriate space and attention without undue emphasis on any one of them. Furthermore, the opening chapter is exceptionally well designed to provide the political, social, economic, and military perspective of the war in an admirable estimate of the situation without a superfluous word.

The several varieties of maps make it easy to follow the sequence of events. Nine so-called "progress maps," beginning and ending with a decisive battle, show the entire area of the struggle except for the geography of central and western Texas and the country north of it. Campaigns and battles are shown on present-day road maps with modern alterations indicated where necessary. These are unusually valuable guides for the visitor to the battlefields.

Since the book is especially designed to appeal to the layman, it is most gratifying to find that it indicates with subtlety but with conviction, many points he should understand about warfare. It shows clearly that war is fought to resolve political conflicts. It shows that strategy includes political and economic as well as military objectives. It shows the importance of the will to fight.

Two classes of readers will find this book useful. The tyro in Civil War history can begin his apprenticeship with

this book as an introduction. The reader who fancies himself an expert will be able to refresh his memory about the major moves of the war. He will be a rare expert who will not be surprised to read some important fact about a campaign or a battle which had previously escaped his attention. Colonel Mitchell's book merits a place in every collection of Civil War history.

#### For the General Reader

##### THE LAND THEY FOUGHT FOR

By Clifford Dowdey

Doubleday & Company, 1955

438 Pages; Maps; Illustrated; Index; \$6.00

Reviewed by

RALPH W. DONNELLY

Clifford Dowdey, Virginia-born author of historical novels of the South, has produced a popular history of the South as the Confederacy. This is his second work on Confederate history, having previously published *Experiment in Rebellion* in 1946.

The author probes into the factors leading to the development of a state of mind in the South which kept it on a constant defense against outside pressure in spite of the internal differences between the Upper and Lower South. He graphically and gruesomely reviews the Nat Turner Rebellion of 1831 and its part in creating an ever-present fear of a black uprising in the South. He emphasizes the role of the Dred Scott decision, the "Bleeding Kansas" affair, and the John Brown raid in disturbing the delicate balance of the South, walking its tightrope of the established social order.

Treating Lincoln as a clever man and politician, Mr. Dowdey considers Lincoln's ability to suggest action without promising any (utterly confusing to Southern politicians) as his superlative gift.

The author develops two major villains: Jefferson Davis and Braxton Bragg. All previous speculation as to the motives which activated these men is abandoned for the single thesis of exposing them as psychopaths. The terms "psychosomatic," "deranged," "demented," and "mentally ill" are applied to Davis. Bragg is described as a man in need of a psychiatrist, as a "psychotic warrior," a "neurotic," and subject to "anxiety neurosis." This reviewer is of the opinion that no single thesis can explain these men.

Dowdey expresses uncomprehending astonishment at the high regard in which "Retreatin' Joe" Johnston was held by Lee, the people, and the Army of Tennessee, in spite of his rather negative battlefield record.

Lee is his hero; he sympathizes with his necessity to deal constantly with Davis and his failing health. He affectionately

refers to Lee as "Uncle Robert" and "The Old Man," and he re-creates the picture of the Army's personal loyalty to Lee as paramount in the last year of the war.

The author names Sharpsburg as the political turning point for the Confederacy, and concludes that the subsequent Emancipation Proclamation gave the Union the required fighting slogan, "To free the slaves," and saddled the South with the onus of guilt for generations to come.

As to the Union generals, he succinctly explains the difference in Grant's western and eastern performances as due to the opinion that in the West he was actually opposed to Jefferson Davis, in the East, Lee. The author looks with disfavor upon the type of war waged by Sherman, Sheridan, Hunter, and others. He excoriates Sherman for taking the war to the people instead of to the people's army. In this he fails to recognize the revival of the concept of total war.

This is not a scientific history, nor does it produce any appreciable new material. It is not footnoted, and the eleven-page bibliography is without annotation. It is a readable narrative history written in the lively style of one whose original training was in journalism and light fiction rather than in the somewhat stilted style of the scientific historian. As such it will prove an entertaining and essentially accurate story to satisfy the general reader. The student of the Civil War and the military-minded will look elsewhere.

#### Military Law in the USSR

##### SOVIET MILITARY LAW AND ADMINISTRATION

By Harold J. Berman and Miroslav Kerner

Harvard University Press, 1955

208 Pages; \$4.00

Reviewed by

COLONEL FREDERICK BERNAYS WIENER

Said to be the first account in any language of the entire system of Soviet military law and administration, this book is utterly fascinating—frequently in the sense that the sparrow finds fascination in the beady eyes of the snake. And it is "must" reading for anyone who seeks to understand the enigmas inherent in the military establishment of the only other true world power of today.

The authors deal first with the question, "Who rules the Soviet armed forces?" They conclude, though not with certainty, that it is the Ministry of Defense, subject to certain definite but undefined pressures from the Communist Party, and the Security Police. The Party works through the deputy commanders for political affairs of each unit, and the security police maintains special counter-intelligence (or OO) sections in all armies, corps, and divisions. These sections rely heavily on numerous secret informers, and clearance by them is a prerequisite to promotion.

## COMBAT ACTIONS IN KOREA

Infantry—Artillery—Armor

By

Major Russell A. Gugeler

Here is the war in Korea—at the fighting level. The true accounts of outstanding small-unit actions written by a trained soldier-observer and historian from on-the-spot observations and interviews with the men who actually did the fighting. Working as a member of the observer team from the Office of the Chief of Military History, Major Gugeler has made the most of his unique opportunity and material to bring out the drama and boredom, the gallantry and fear, the flashes of brilliance and stupidity which add up to a splendid digest of combat lessons that every soldier should read.

## COMBAT SUPPORT IN KOREA

By

Captain John G. Westover

Medics, engineers and signalmen; ordnance, quartermaster, chemical and transportation corps troops—all are necessary if the front-line soldier is to accomplish his mission. The Korean war put a severe strain on all combat support units. Installations had to move fast and often; terrain and weather taxed men and machines to the limit of endurance. It took courage and ingenuity to get supplies through to combat troops. Captain Westover shows clearly—through interviews with commanders and observers at the unit level—the tremendous job the service units did under pressure and often under fire, and the lessons we can learn from their accomplishments.

\$5.00 each

## COMBAT FORCES Book Service

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## A Selected Check List of the Month's Books

*This run-down of some of the books received for review during the month preceding our deadline is to give our readers who like to follow current literature a monthly check list of the most important, useful and potentially popular books. Full reviews of some of these books will appear in this or subsequent issues. Any of these titles may be purchased through the Combat Forces Book Service. See page 64 for order coupon and a complete listing of Selected Books for Military Readers.*

**FIFTEEN DECISIVE BATTLES OF THE WORLD.** By Sir Edward S. Creasy. Military Service Publishing Company, 1955. 471 Pages; Maps; Index; \$3.50. A reissue of Sir Edward's great classic on battles from Marathon to Waterloo. Just as instructive and necessary to the military student as when Creasy wrote it a hundred years ago.

**HIROSHIMA DIARY:** The Journal of a Japanese Physician, August 6-September 30, 1945. By Michihiko Hachiya, MD, translated and edited by Warner Wells, MD. University of North Carolina Press, 1955. 238 Pages; \$3.50. The experiences of a Japanese hospital superintendent in Hiroshima from the time of the A-bomb blast to 30 September 1945. A valuable document for those who may be on the receiving end of like weapons.

**THE MIDDLE-AGED MAN ON THE FLYING TRAPEZE.** By James Thurber. Harper & Brothers, 1955. 226 Pages; Ill-

ustrated; \$3.00. Thirty-six of Thurber's low-key stories, plus Thurber drawings. Pure Thurber; no more need be said.

**MIDWAY: THE BATTLE THAT DOOMED JAPAN.** By Mitsuo Fuchida and Masatake Okumiya. U.S. Naval Institute, 1955. 266 Pages; Illustrated; Index; \$4.50. A turning point of the Pacific war, described by two Japanese Navy officers who were there. Overconfidence and poor intelligence are given as the principal causes for the defeat.

**THE POWER OF PERSONALITY IN WAR.** By Maj. Gen. Baron Hugo von Freytag-Loringhoven. Military Service Publishing Company, 1955. 167 Pages; \$3.00. An exposition of the most important of Clausewitz's theories and observations on the psychological aspects of leadership. The author was Assistant Chief of Staff for Special Studies on the German General Staff before World War I.

**DEFENSE.** By Major Frank F. Rathbun, RIFLE SQUAD AND PLATOON IN

Illustrated by Charles G. Rebels. Military Service Publishing Company, 1955. 104 Pages; Index; \$2.00. Long on illustration and short on text, this how-to-do-it by an officer on duty at The Infantry School is a capsule course for the junior leader.

**THE RISE OF CHINESE MILITARY POWER, 1895-1912.** By Ralph L. Powell. Princeton University Press, 1955. 383 Pages; Maps; Index; \$6.00. An instructor at the National War College traces the rise of the Chinese Army between 1895 and 1912. A scholarly and analytical study of an era which may become more important to us as time passes.

**THE SEA WOLVES:** The Story of German U-Boats at War. By Wolfgang Frank. Rinehart & Company, 1955. 340 Pages; Illustrated; Index; \$5.00. A thrilling account of the undersea campaign that came perilously close to losing the war for the Allies. For the layman as well as the naval expert.

The straight-line authority of the Ministry of Defense is further diluted by the circumstance that the prosecution and trial of military crimes is assigned to agencies independent of military command: namely, the military procuracy and the military courts, which are ultimately subordinate to the Procurator General of the USSR and the Supreme Court of the USSR, respectively. Moreover, the system of military law is under the general supervision of the USSR Ministry of Justice.

The Soviet system of military service and civil defense, based on conscription and on the principle of equality of sacrifice, "is effective in maintaining the population in a permanent state of semi-mobilization." Significantly enough, all civil defense personnel and all transport workers—rail and water—are subject to military law at all times.

There have been four basic disciplinary codes in the Soviet Army. The first, enacted in 1919, stressed the underlying revolutionary class-consciousness of the proletariat in arms. The 1925 code similarly "stressed class-consciousness as the basis of Soviet military discipline." In 1939 came a new soldier's oath, the product of a military mind, as that of 1919 was the product of a political mind. After the Finnish War there came a new code in 1940, and finally in 1946, after World War II, still a newer one, whose "language and style are strongly reminiscent of the latest prerevolutionary Russian model, the Imperial Disciplinary Code of 1869."

These changes reflect progressively a

de-emphasis of revolutionary ideas, of *camaraderie*, and of rights of offenders, and a re-emphasis of patriotism, distinctions of military rank, and of duties, including the absolute duty of obedience. These changes also indicate a general increase in the severities of disciplinary penalties and in the severity of the procedure for imposing such penalties.

It will not escape the reader's notice that the trend in the United States during the corresponding period has been just the reverse.

The authors note that the military courts "have achieved a large measure of independence in matters not concerning politics, but are subservient to Party and security agencies in matters which those agencies consider political." Moreover, since Soviet military courts try cases of political crimes committed by civilians—for example, the late Lavrenti Beria—thus reverting to a practice which the Tsars had eliminated in the 1860s, "they are bound to be corrupted to a certain extent even in the trial of non-political military offenses."

Soviet courts also employ the doctrine of analogy, "which permits a person to be punished for a socially dangerous act which is not directly prohibited by law, but which is analogous to a prohibited act. This doctrine was designed to give the greatest possible leeway to prosecutors and judges to apply the spirit of the code as distinguished from its letter. It was hailed by Soviet jurists as the opposite of the 'bourgeois' doctrine of 'no crime, no punishment without a law.'"

Soviet military law permits a wide

range of penalties, from "the highest measure of social defense"—death by shooting, together with total confiscation of property—to very liberal provisions for suspension of sentences and annulment of convictions. The punishments range from extremes of ruthlessness—punishment of relatives of those soldiers who desert to the enemy—to extremes of leniency.

Soviet military procedure in time of peace grants a high degree of protection to the accused, with the exception of political offenders, who are specifically denied the right to counsel, the right to appeal, and the right to be present at the trial. This, the authors point out, "shows that the Soviet lawmakers understand full well what due process of law means and choose to do without it in certain types of cases." Similarly, during World War II, many purely military cases were summarily tried under a procedure "in which neither defense counsel nor prosecutor was permitted, and the right of appeal was severely limited."

The decisions of the Supreme Court of the USSR in purely military cases "show a concern for both legality and justice," but the picture is entirely different with respect to counterrevolutionary crimes. In the latter field, a very arbitrary quality of "political justice" is meted out, which is so unstable that a 1948 edition of the Supreme Court's 1944 opinion in such a case edits out certain crucial sentences! Why? Because "the policy with respect to what is and what is not counterrevolutionary had changed!"

## Joint Endeavor

OFFICIAL HISTORY OF THE INDIAN ARMED FORCES IN THE SECOND WORLD WAR, 1939-1945: The Arakan Operations, 1942-1945  
By Lt. Col. N. N. Madan  
Sree Saraswati Press, Ltd., 1954  
371 Pages; Illustrated; Maps; Index

Reviewed by  
RILEY SUNDERLAND

When Britain's Indian Empire became independent, and split into India and Pakistan, the two new states wisely decided to remain united in one endeavor: the production of the official history of India's role in the last war. The result is a series of some twenty volumes, being produced by the Combined Inter Services Historical Section (India and Pakistan), edited by Dr. Bisheshwar Prasad. Dr. Prasad and his colleagues are writing an introductory volume, five volumes on war administration and organization, five on campaigns in the Eastern Theater, six on campaigns in the West, plus one each on the Royal Indian Navy and the Royal Indian Air Force. The importance of an authoritative account of the war effort of India's 400 million persons, strategically placed between Asia and the Mediterranean, is obvious; this series should be included in every service-school library while officers interested in the problems of war in Asia and Africa will want to purchase one or more of these volumes.

The present volume tells of the fighting along that section of the Burma coast which lies southeast of East Pakistan. A difficult, hilly stretch of land, intersected by tidal inlets and many waterways, this part of Burma—the Arakan—was important because from air bases there the Allies could readily attack the port of Rangoon and the Burma railways, and could also use it as a staging area for amphibious hooks down the coast toward Rangoon. Campaigns in the Arakan were not decisive for victory in Burma. But whether as a diversion (the Japanese concept) or a supporting role (the Allied), they had their effect on operations in the more important battles around Imphal or along the Irrawaddy River. The initial effort by the 14th Indian Division in the fall of 1942 was conceived as part of a large operation. The larger scheme never came off, and the 14th Division advanced toward Akyab by itself. Operating at the end of a very fragile 150-mile line of ground communications, the 14th Division was exceedingly vulnerable to the favorite Japanese tactic of envelopment and roadblock. The Japanese applied their system with complete success, and the first Allied effort in the Arakan was a costly failure.

In writing this book, its author, Colonel Madan, has been candid and impartial in describing both the initial failures and the later successes. Though

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the volume is written from the army level, Colonel Madan carries his story as far down as circumstances require. Consequently, the student of small-unit actions against an Oriental army will find plenty of material here to reinforce his recollections or studies of Korea and the Pacific. Maps are ample, and often reproduce the coordinate grid so that the reader can, if he wishes, make his own overlays. Other readers, who may be preparing to serve with military advisory groups in the Middle East, will be interested in the light this volume sheds on the Indian Army of 1942-45, for it was to a great degree an army of peoples with Middle East culture patterns, trained and armed on European lines.

## More Exciting Than Fiction

CIVIL WAR ON THE WESTERN BORDER  
By Jay Monaghan  
Little, Brown & Company, 1955  
437 Pages; Index; \$6.00

Reviewed by  
COLONEL H. D. KEHM

This book has everything: history, romance, mystery, thrills, biography, and military, political and economic comment.

Civil War fans will find the work helpful because it presents an intimate picture of key events that occurred in the important Western area before and during that great crisis in our national progress. Many of the men who were famous or infamous in this trying period play a part in the scenes that Mr. Monaghan describes. To name just a few, the following appear briefly or at some length in the vivid kaleidoscopic pictures which the book evokes: Abraham Lincoln, Buffalo Bill Cody, Horace Greeley, Quantrill, Thomas Hart Benton, Wild Bill Hickok, Frank Blair, Jeb Stuart, David Hunter, Franz Sigel, Susan Anthony, David Atchison, James Lane, John Frémont, Sterling Price, Edwin Sumner, Jo Shelby, and Frank Jesse James.

The best of the purely military parts of the book are the stories of the battles of Wilsons Creek and Pea Ridge, and the fall of Lexington, Missouri, in September 1861. The descriptions of the raid by John Brown at Osawatomie, and those by Quantrill on Centralia, Baxter Springs, and Lawrence, are true thrillers.

The following quotations and incidents illustrate some of the lighter and varied matters treated in this book: "The Leavenworth Times quipped, 'It seems that General Lane's leg would have to be cut off. Well, in that case, he will, as a candidate, stump it all the better.'" "The President offered a reward of \$250 for [John] Brown, and Brown printed handbills offering a reward of \$0.25 for Buchanan."

The character of Army stories has not changed much in the course of history, for we read that, "Through the encampment hobbled veterans of the War of 1812 to chuckle with toothless gums about their own experiences, how they had outwitted officers and evaded onerous duties."

You will also find a story to the effect that the body of Henry Clay's son, who was killed at Buena Vista, was shipped home pickled in a barrel of whiskey, and that the barrel had to be refilled three times because thirsty sailors tapped off the liquor. It is interesting to observe that visitors to HMS Victory are told a similar story about Lord Nelson's body. This is the origin of the term "Nelson's blood," used in the Royal Navy to describe the grog ration.

Bill Cody is described as finding himself in the 7th Kansas at the Battle of Westport because ". . . on a drunken lark in February [he] had enlisted at Leavenworth."

What may have been our first TIE program was conducted by Thomas Hindman, Confederate commander in Arkansas, who issued leaflets to his men on the eve of battle giving them dos and don'ts for conduct under fire. These described the Union forces as ". . . composed of Pin Indians, free Negroes, Southern Tories, Kansas jayhawkers, and hired Dutch cutthroats."

The list of sources and the notes are a most useful feature of the book. On the other hand, the absence of maps is a serious deficiency.

If you have lived in Kansas or Missouri, the work will be of particular interest because it will make the places you have known come to life in vivid pictures of fighting, fun, politics, skulduggery, and derring-do.

Whether or not you have been on the ground it covers, you will find it difficult to lay this book down. Keep a good map handy when you read it!

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